**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0)**

WORK PLAN 2005
FINAL

September 14, 2004

For the Period of October 1, 2004 to July 31, 2005

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INTRODUCTION

The USAID-funded Achievement of Market-Friendly Initiatives and Results (AMIR) Program 2.0 is a four-year effort to promote economic growth and prosperity in Jordan through the development of a more favorable environment for business. It works in partnership with the government of Jordan (GOJ), the Jordanian private sector, and several non-governmental organizations (NGOs) to meet the challenges of economic globalization.

The AMIR Program has surpassed more than fifty percent of the project life. Having achieved many major goals within the program's scope, we have undergone internal management reorganization and taken this opportunity to capitalize on and improve the efficiency of cross-initiative linkages by creating the new Enhanced Competitiveness Initiative (ECI).

This document is the program's third annual Work Plan and covers the period from October 1, 2004 to July 31, 2005, the final year of the base period. The Work Plan is the culmination of a series of meetings in May, June, and July 2004, with AMIR Program counterparts in the private and public sectors, USAID Jordan, and other donor projects and agencies. This participatory approach ensures that the AMIR Program understands clients' needs for technical assistance, training, and other events, grants, and commodities, as well as the timing required for the clients to accomplish their development objectives.

The Work Plan is fully consistent with the USAID contract for the AMIR Program, as subsequently amended, as well as with the regulations governing project implementation. It follows the same methodology and general structure developed and implemented during the four years of the AMIR Program 1.0.

I.   GENERAL ADMINISTRATIVE

A.   INTRODUCTION

The cross-cutting General Administrative Department supports all elements of the AMIR Program's operations. It is the backbone of the organization, enabling the technical initiatives and departments to carry out their primary functions without distraction. It is comprised of Senior Management, Administrative, Financial, IT, Training, and Communications Departments.

B.   SPECIFIC TASKS

101 – 104 AMIR Program Administration.

104 Long-term Staff.

104.1 General Management.
Program Director Stephen Wade continues to provide the program with vision, leadership, and overall strategic direction. He supervises each initiative's work plans, ensuring quality results and positive client relations.

Rebecca Sherwood, deputy program director and grants manager, is responsible for coordinating the day-to-day work of initiative teams, anticipating and meeting resource requirements, ensuring that deadlines and quality standards are met, liaising with counterparts, and promoting open communications among initiatives and with USAID. She ensures contract compliance on local contractual arrangements, competition of procurements, and grants management.

Susanna Aulbach, senior special projects manager, assists the program director and deputy director with medium- and long-term special projects. She manages the development and implementation of the Monitoring, Management, and Evaluation system (MM&E2), the production of the AMIR Program's quarterly reports, subcontractor evaluations, and the development of the annual work plan and presentations. She ensures compliance on all reporting requirements.

Program Assistants Ruba Hattar and Wafa' Qassis support the deputy and program director and special projects as they arise. They are responsible for coordinating office space and drivers as well as overall program logistic and clerical needs. Nahla Bashiti is the receptionist in charge of maintaining a presence at the front desk, managing phone lines, and coordinating guest visits. Property Manager Fakhri Nustas is responsible for maintenance and security of the office and expatriate housing.

104.2 Training Team.
Sameera Qadoura, international education and training manager, manages all training activities and events. She is also responsible for the development and implementation of administrative procedures and systems, and ensures the smooth functioning of events and public awareness campaigns in all respects.

The Training and Events Department also has three training and events coordinators, Rami Khyami, Amjad Sawalha, and Tulin Bakeer, who are responsible for managing the logistical aspects of training events and workshops. Dima Mansour is the administrative assistant.

104.3 Communications Team.
Diane Scott, communications manager, develops effective strategy and manages implementation of communications activities in support of communications campaigns and overall program goals. This includes providing guidance and coordination to the staff of the Communications Department as well as to vendors and subcontractors. Public Relations Specialists Ranya Abu Sharar and Sulaf Mubaideen manage communication campaigns for the program's partners. The department handles publications, advertising, community relations, and public events.

104.4 Finance Team.
Osama Abdel-Razik is the program's chief accountant. He works closely with the program's administration to prepare projected budgets and bank reconciliation. He also performs the financial tracking for grantees, conducts audits for business associations, issues checks, and processes payments for all initiatives. Mustafa Shaaban, accountant, provides support to the chief accountant by preparing checks and correspondence, issuing receipts, and following up on documents. George Abedrabbo is the internal auditor in charge of managing all documentation and file audits. He also supports data gathering and integrity for the Strategic Project Microfinance.

104.5 IT Team.
Bara' Zeidan is the IT Department manager in charge of the design and procurement of IT equipment for the program and its counterparts. Ayman Nimer, network administrator, and Basheer Abu Al-Asal, IT assistant, manage the design, implementation, and maintenance of demand-driven IT solutions in cooperation with the initiatives and in compliance with USAID regulations.

104.6 Drivers/Expeditors.
Ala' Al Aloul is the expeditor and senior driver. He manages Khalid Shrouf, Faraj Abu Nofal, and Zuhair Jwainat, who facilitate travel and transportation for long-term staff and visiting consultants. They also support Fakhri Nustas in ensuring office security.

104.7 Office Cleaning Crew.
The following individuals keep the office clean throughout the week on a part-time basis: Ali Mousa, Abdel Rahman Al Sadeq, Amel Khiara, Sarari Ahmed, and Yazan Al Hakim.

105 – 109 General Administration.

105 General Administrative.

105.1 ST TA for Overall Programmatic Support.
The department will hire short-term staff throughout the year to assist the administrative and contractual reconciliation of documents. We will also draw on consultants to assist with the development of the exit strategies where relevant.

   105.1.1 Review of Exit Strategies.
   We will draw on consultants to assist with the development of the exit strategies where relevant.

105.5 HO Support.
Throughout the year, home office procurement and contractual specialists provide guidance and support as needed.

107 General AMIR Office Procurements.

107.1 IT Procurements.
The department will procure numerous IT items, including software, spare parts, and other supplies based on the program's needs.

108 Expendable Supplies.
Throughout the year, the department will purchase expendable items as the need arises.

109 General Office Costs.
The department will pay the annual lease, office utilities, and other office-related costs.

110 – 114 Financial Management.

110 Financial Management.

110.1 Audits.
In November and December, the department will conduct a financial audit of the program's accounting records and systems by three seasoned consultants.

115 – 119 Personnel Development.

115 Personnel Management.

115.2.2 Personnel Development.
Jamil Sarraj will hold a training for program staff on improving negotiation and diplomacy skills in early October.

120 – 124 Work Plan Development.

120 Work Plan Development.

120.3 Year Three Work Plan (2005).
Building on the August 12, 2004, AMIR Program Team Building and Work Planning Session, we will coordinate a Mid-Year Team Building Workshop approximately set for January of 2005.

Additionally, from May to June of 2005 (or 2006 contingent upon the AMIR contract end date), consultants will provide a final AMIR 2 Technical Assessment to review all the targets and impacts during the AMIR Program implementation.

120.4 Year Four Work Plan (Optional 2006).
Team leaders are responsible for developing detailed and concise work plans. Clients provide input on the program's technical approach and delivery schedule, which will in effect encourage them to take "ownership" of the work plan and ensure they are aware of all aspects of the program. In the event that the optional year is exercised, the department will coordinate a final annual work-planning and team-building session. Team leaders will constantly update their work plans in accordance with changing circumstances and new opportunities.

125 –129 MM&E2 Development.

125 MM&E Development.

125.2.2.1 MM&E2 Application Maintenance.
The comprehensive MM&E2 system's launch in July 2003 is now mature and has been fully launched and integrated into day-to-day work. MM&E2 will require monthly maintenance and upkeep.

125.2.2.2 MM&E2 Enhancements.
MM&E2 will continue to evolve to enable better management of program tasks and a greater allocation of managerial time to the technical issues of the program. Due to the reorganization and the creation of individual user pages, MM&E2 will undergo several enhancements over the coming months.

140 Public Awareness and Communications.

140.1.1 Promotional Items.
The program will print informational items to explain the program to counterparts.

140.1.2 Printing Folders.
The program will reprint a bulk amount of program folders to take into account new subcontractors and ECI, for use at events and briefings.

140.1.4 Producing AMIR Brochure.
The program will edit the brochure to reflect the reorganization.

140.1.5 AMIR 2.0 Final Report.
The program will write a report highlighting achievements and outlining tools, techniques, innovations, impacts, lessons learned, and recommendations.

140.1.6 Final Program Brochure.
The program will capture its major achievements and significant accomplishments in a final program brochure.

140.4 Program Editor and Writer.
A short-term editor will provide intermittent support in the editing and writing of materials.

140.6 Communications Training.
Communications training for program counterparts, including microfinance institutions, business associations, government agencies, and others, will teach staff how to develop and implement a communications strategy through material development, events, and media relations.

140.7 Photographer.
The program will hire a photographer to document the program's successes for the final report and brochure.

142.2 AMIR Website.

142.2.3 AMIR Website Updating.
CNS Primus, a consortium member, will update the AMIR Program Website with press releases, press clippings, a training calendar, requests for proposals, and useful information for our counterparts and grantees.

142.2.6 AMIR Website Hosting.
CNS Primus will continue to manage the hosting of the Website.

142.2.7 AMIR Website Reconfiguration.
CNS Primus will edit the Website to reflect the reorganization of the program.

150 Reporting.

150.1 Quarterly Reporting.
Each quarter, the program submits a report (in hard copy and CD-format) to USAID. The report contains information on each initiative, including key accomplishments, activities that took place during the reporting period and that are planned for the next quarter, problems encountered and proposed remedial actions, training events and activities, initiative staff/mobilization, and results and indicators. The reporting period for 2005 is as follows:

Quarter 1:   January 1 to March 31, 2005
Quarter 2:   April 1 to June 30, 2005
Quarter 3*:   July 1 to September 30, 2005
Quarter 4*:   October 1 to December 31, 2005

*Contingent upon execution of option year.

II.   STRATEGIC PROJECTS GBS AND TOURISM

A.   INTRODUCTION

The goal of Strategic Projects Graduate Business School and Tourism (SPGBS&T) is to support high-impact initiatives that contribute to aggressive economic growth. Our work will be comprised of two main activities:

- Creating a graduate business school (GBS) that will serve as a regional center of excellence in executive management skills development
- Supporting the development of the tourism economy, building on the success of BMI

B.   SPECIFIC ACTIVITIES

201 – 209 Administration.

204 Long-term Staff.
Ibrahim Osta will manage SPGBS&T through December 2004 with the support of Lina Al-Khaled and Evon Warwar. Warwar will work with SPGBS&T on a part-time basis, with the balance of her time committed to newly formed Enhanced Competitiveness Initiative.

205 Short-term Staff.
Financial and Business Management Specialist Randa Qunsol will support GBS development. She will also support tourism organizations, in particular by helping them improve their financial capabilities and follow through with grant applications. Tourism Support Specialist Rula Soussou will work with Lina Al-Khaled to support tourism development initiatives under the National Tourism Strategy.

210 – 229 Global Business Management Skills Development.

220 Business School Development.
SPGBS&T will work to develop a high-quality GBS in partnership with a U.S. university and a local Jordanian partner (based on USAID's direction and ongoing discussions between USAID and a potential local partner). We will also launch a series of executive development programs, executive MBAs, and full-time MBAs. To achieve this, we will:

- Organize private sector founders to create the GBS
- Provide legal support for the creation of the GBS
- Select a U.S. partner institution through a competitive process
- Organize a study tour for the local partner to assess short-listed U.S. partners
- Develop a fundraising plan to endow GBS with a financial cushion that guarantees its sustainability

250 – 269 Public Private Partnerships.

261 Enhance JTB's Organizational Development.

261.1 Strengthen JTB Operational Effectiveness.
To support the JTB in raising its operations to world-class standards, consultant Randa Qunsol will work with JTB to help them adopt a new electronic financial system and train relevant staff on its use. She will also assist JTB's new financial manager in establishing world-class procedures and operational standards.

262 Develop 2010 National Tourism Strategy.

262.1 Lead Development of the National Tourism Strategy.
The National Tourism Strategy (NTS) 2004-2010 was endorsed by the government of Jordan in May 2004. SPGBS&T will assist stakeholders in implementing the strategy. We will also support the Ministry of Tourism and Antiquities (MOTA) through the Strategy Implementation Unit, and work with selected stakeholders to ensure the development of professional business plans that adhere to the strategy recommendations and aim to achieve the set targets. In particular, we will:

- Launch the NTS to mobilize national support. The launch event will include an official ceremony and workshops to help industry players understand their respective roles under the strategy.
- Support the implementation of the strategy in three phases.
- Continue studying the economic impact of the tourism sector.

262.3 Develop Product Development Sub-strategy.
SPGBS&T will work on creating a product development strategy. This strategy will serve as a guide for developing tourism products and ensuring coordination with marketing activities. Specifically, we will:

- Develop a product development sub-strategy
- Present the draft product development strategy to industry
- Mobilize national buy-in for the strategy by the various stakeholders

262.5 Develop Legal and Regulatory Reform Strategy.
SPGBS&T will lead the process for legal and regulatory reform related to the tourism industry. Using international best practices as reference, we will work to amend the tourism law to make it conducive to industry growth and to enhance the role of the private sector. Specifically, we will:

- Support implementation of legal reform
- Support legal and regulatory reform
- Support legal reforms necessary for private sector management of public assets

262.5.1 Support MOTA Organizational Development.
SPGBS&T will work with the MOTA on a reform plan to create a better working environment and develop better organizational structure, work processes, systems, and procedures, and coordination with industry and other public and private stakeholders affecting the tourism sector development. Specifically, we will:

- Build the capacity of the MOTA
- Ensure proper role for the MOTA within the sector
- Increase private sector involvement
- Reinvigorate the National Tourism Council

262.6 Support Tourism Strategy Implementation Unit.
SPGBS&T will assist the MOTA in setting up the Strategy Implementation Unit. The unit will be responsible for liaising with the various stakeholders to coordinate strategy implementation, measuring the success of the strategy on biannual basis, and ensuring that industry players undertake continuous planning. Specifically, we will:

- Support the unit coordinator
- Provide technical assistance to ensure that the unit functions effectively

263 Enhance Industry Capacity and Support Key JTB Stakeholders.

263.5 Jordan Restaurants Association (JRA).
Consultant Randa Qunsol will work with JRA management to enhance their financial systems and build new operational procedures. Qunsol will also train the association's financial staff on the QuickBooks financial system.

263.6 Strengthen Jordan Tour Guides Association (JTGA) Institutional Framework.
Consultant Randa Qunsol will work with JTGA management to help build new financial systems and procedures. Qunsol will also train the association's financial staff on the QuickBooks financial system.

270 – 289 General and Cross-cutting Initiatives.

272 Tourism Study Tours.
SPGBS&T will fund a study tour to Ireland and the United Kingdom for a group of industry representatives. The tour will focus on the Irish and British experiences in private sector management of public assets and acquaint participants with the modern systems and techniques used by tourism authorities for marketing, research, and promotion.

290 – 299 Grants.

290.13 Grants to JITOA.
The Jordan Inbound Tour Operators Association is expected to submit a PDG application in the next year to support their institutional capacity and organizational development activities, such as training and certification programs, enhanced membership services, strengthened advocacy capacity, and sector-specific events.

290.17 Grants to GBS.
Based on USAID recommendations, a grant in the amount of $500,000 is allocated for a prospective grantee to implement the graduate business school.

290.5 Grants to JTB.
SPGBS&T will monitor the implementation of JTB's PDG to ensure proper capacity building and best use of resources.

290.6 Grants to JHTA.
SPGBS&T will monitor the implementation of the Jordan Hotel and Tourism Association's PDG to ensure proper capacity building and best use of resources.

III.   STRATEGIC PROJECT MICROFINANCE

A.   INTRODUCTION

The objective of MEI was to foster the development of stronger, more competitive microenterprises in Jordan by providing Jordanian microentrepreneurs, particularly women and the working poor, with greater and more reliable access to sustainable financial and business services. The microfinance subcomponent successfully achieved its projected results ahead of schedule, and will conclude its activities in December 2004. However, the AMIR Program will continue to collect salient data on the microfinance institutions (MFIs).

MEI's business development services work will continue under the new Enhanced Competitiveness Initiative (ECI).

B.   SPECIFIC ACTIVITIES

301 – 309 Administration.

304 Long-term Employees.

304.1 AMIR-based Staff.
Terri Kristalsky will manage the Strategic Project Microfinance (SPM) through December 2004 with the support of Muna Dahdaleh on a part-time basis. The balance of Dahdaleh's time will be committed to ECI. Additionally, George Abedrabbo will support SPM on a part-time basis by assessing MFI financial data and grant requests.

310-329 Microfinance Institutional Development.

318 Sustainable Microfinance Training Program.

318.1 SMTP Basic Course.
In cooperation with the Institute of Banking Studies (IBS), SMTP trainers will deliver one regional basic course in April 2005.

318.2 SMTP Advanced Course.
In cooperation with the Institute of Banking Studies (IBS), SMTP trainers will deliver one regional advanced course in June 2005.

323 Commercialization of Microfinance in Jordan.

323.2 Commercialization of Microfinance in Jordan–Progress and Prospects.
In September, MEI began a comprehensive assessment of the process of "commercialization," or transition to free market business activities, of the microfinance industry in Jordan. The assessment reviews the industry in general but pays particular attention to the four USAID-supported MFIs. The goal is to ascertain what, if any, replicable actions the MFIs employed to quickly reach sustainability, and what aspects of their original mission and/or efficiencies were compromised in the process. SPM will complete this review.

Two MFIs are expected to follow the JMCC in graduating from the Wholesale Funding Facility.

323.3 Commercialization Impact Review and Assessment.
SPM will investigate the broad impacts of microfinance. A small segment of microfinance clients will be interviewed to determine what changes occurred in their lives as a result of taking a micro loan.

324 Microfinance Conferences.

324.1 Microfinance Conferences.
Spurred on by the overwhelming success of the first regional microfinance conference, held in Jordan last year and sponsored by the AMIR Program and SANABEL, two regional microfinance events will take place. Jordan will host the MicroCredit Summit in October, and the Second Annual Regional Microfinance Conference, co-hosted by SANABEL, will take place in Cairo in December. AMIR Program representatives will join the Jordanian MFIs at each event.

361-379 Microenterprise Industry Promotion and Cross-cutting Activities.

362.2 "Successful Entrepreneur Campaign."
Launched in close cooperation with MFIs and BDS providers, the Successful Entrepreneurs Campaign promotes entrepreneurship in Jordan and links providers of financial and non-financial services with potential clients. Building on the success of four previous events, SPM will hold another Entrepreneur Forum in cooperation with partner organizations to encourage the start-up and expansion of businesses. The capacity building that takes place will encourage the MFIs and other partner organizations to host additional events in the future.

362.2.2 Entrepreneurs Forum Follow-up.
To assess the effectiveness of the forums, SPM will survey participants via telephone. The information will be used to make future programs more effective.

390 – 399 Microenterprise Innovation Grants.

390 MFI Grants.
All technical support to the MFIs and the industry at large has been completed, and any further support will come in the form of grants. Below is a list of potential grants.

Item	Organization	Objectives
Alternative Marketing Approaches	Jordan Micro Credit Company	Based on the outcome of the ongoing marketing strategy, an analysis into the benefit of point-of-sales displays may be proposed.
Undefined	Middle East Micro Credit Company	No specific grants currently under consideration.
Islamic Lending	Ahli Microfinaning Company	A feasibility study into the appropriateness of adding an Islamic lending product may be considered.
Leasing Product	Microfund for Women (MFW)	A feasibility study to assess the viability of introducing a leasing product may be proposed.
Market Assessment	MFW	A feasibility study to assess the potential of expanding geographically and opening a new branch in Salt may be requested.
Microfinance Association of Jordan (MAJ)	MAJ	A grant to build the association and provide funding and support for the fifth Annual Microentrepreneur Awards may be received.

IV.   INFORMATION AND COMMUNICATIONS TECHNOLOGY INITIATIVE (ICTI)

A.   INTRODUCTION

The goal of the Information and Communications Technology Initiative (ICTI) is to strengthen the information and communications technology (ICT) sector in Jordan. More specifically, ICTI aims to increase ICT access and connectivity for all Jordanians, utilize technology to facilitate the provision of enhanced government services, increase business growth and employment in the industry, and upgrade Jordan's human resources to enable the Kingdom to use and develop new technologies. ICTI will continue to assist Jordan in five main areas:

- Implementing a coordinated national ICT strategy
- Strengthening institutions responsible for ICT public policy and regulation
- Developing e-government capabilities and applications
- Supporting ICT industry growth
- Increasing access to ICT services

Through this assistance, ICTI will coordinate and strengthen the capacity of government, private sector, and academic institutions in Jordan to support ICT growth and development, resulting in long-term benefits for all Jordanians.

Implementing a Coordinated National ICT Strategy.

With numerous ICT-related development initiatives under way in Jordan (REACH, Connecting Jordanians, e-Government, e-Commerce, Digital Inclusion, e-Learning, Higher Education, etc.) involving an array of stakeholders (government, private sector, ICT businesses, academic institutions, vendors and donors), Jordan is flooded in ICT development efforts. However, Jordan's success is constrained by a shortage of capital resources and technical expertise, limited market and sector data, and poor communication among the stakeholders about who is doing what.

It is the responsibility of ICTI to continue to track the various initiatives, facilitate cooperation among stakeholders, assist in the creation of a coordinated national strategy development process, and manage its work plan in a way that efficiently utilizes resources to fulfill USAID objectives.

Strengthening of the Institutions Responsible for ICT Public Policy and Regulation.

ICTI will continue to assist the Ministry of Information and Communications Technology (MOICT) in working effectively with all stakeholders to create a business-friendly strategy for enhancing Jordan's infrastructure. It will also provide training and technical assistance to the Telecommunications Regulatory Commission (TRC) to build the commission's capacity to operate effectively and in a way that stimulates sector growth and investment.

Developing e-Government Capabilities and Applications.

The government of Jordan has fully embraced e-government as part of its overall ICT vision. e-Government initiatives offer a unique opportunity to accelerate administrative reform, enabling the government to automate more efficient and streamlined services. Using Jordanian firms to implement these initiatives also serves as a means to develop the local ICT industry. The ultimate goal, however, is to enable citizens and businesses to interact more effectively with a transparent, customer-oriented, and highly responsive government.

ICTI will continue to build the capacity of the MOICT's e-Government Department to manage a national e-government program. A Program Management Office (PMO) has been established within the ministry to coordinate e-government projects, integrate systems, and set standards. In addition, the first phase of a secure government network and government e-mail system has been established, and MOICT has begun the second phase of these projects. ICTI will continue to support a number of e-government projects, including an e-government informational portal designed to increase economic

opportunities in Jordan and promote a citizen- and business-centric approach to governance. ICTI will also conduct business process re-engineering at two municipalities – Wadi Al-Seer and Madaba – and develop a pilot trade and investment information system.

Supporting ICT Industry Growth.

Jordan's ICT sector has grown steadily in the last few years. Since the launch of the REACH Initiative in 1999, a vibrant, export-oriented IT services industry has emerged. With ICTI's support, Jordan's IT industry association, int@j, has rapidly grown into a dynamic representative of the ICT sector. Under AMIR 1.0, int@j received grant support for staff training, e-commerce workshops, initiating IT-related reforms, human resources development, and other projects. Under AMIR 2.0, ICTI dramatically increased assistance to the ICT industry through additional grant support to int@j and other selected stakeholders.

Additionally, ICTI and PSPI will continue working together to develop an investment promotion strategy for the ICT sector. The objective of this strategy is to evaluate Jordan's competitive position in the ICT sector, identify the particular areas within that sector in which it enjoys an advantage, and develop an appropriate three-year national export and investment promotion strategy for MOICT and int@j to implement and use.

In addition to helping develop the strategy itself, ICTI will undertake activities to institutionalize the export and investment promotion functions of MOICT's ICT Promotion Department and assist them in developing a two-year roadmap for strategy implementation.

To help meet the industry's human resources needs, ICTI will promote computer-related education at the university level by working with Yarmouk University to develop the link between academia and the ICT sector.

Increasing Access and Connectivity to ICT Services.

Numerous initiatives are under way in Jordan to increase access to ICT services and learning. ICTI will build on and enhance ongoing initiatives while fostering innovation and outreach efforts that accomplish the following objectives:

- Target public and private organizations with technical assistance, training, and technology access grants
- Assist with the development and implementation of MOICT's Connecting Jordanians Forward Agenda
- Increase citizens' access to ICT services that will assist them in developing their everyday lives
- Use ICT as a tool for social and economic development of communities around the country

B.   SPECIFIC ACTIVITIES

401 – 409 ICTI Administration.

404 Long-term Staff.

The ICTI staff brings a range of skills to the table, including in-depth technical expertise and project management. Six staff members will be responsible for managing and coordinating ICTI's work plan, including four based at the AMIR Program office, one at MOICT, and one at the TRC.

404.1 AMIR-based Staff.
Abdelmajeed Shamlawi, ICTI Manager
Luma Atallah, Program Assistant
Razan Fasheh, e-Initiative Specialist
ICTI Administrative Assistant

404.2 MOICT-based Staff.
Roger Guichard, Policy Advisor

404.3 TRC-based Staff.
Bob McDonald, Telecom Regulatory Specialist

410 – 429 ICT Policy.

412 Connecting Jordanians Initiative.

Building on previous work related to the Connecting Jordanians Business Plan, in 2004 ICTI helped institutionalize the Broadband Network Program Management Unit at MOICT to manage the build-out of the University Network and the 226 Discovery Schools, and oversee the K-12 network build-out.

ICTI also worked on two subcomponents of the Connecting Jordanians Initiative – access and connectivity – by developing the Knowledge Stations Financial Sustainability Plan, promoting the involvement of youth through the NetCorps Jordan Program, and studying the feasibility of developing a community portal for community-related content.

In 2005, ICTI will support the Connecting Jordanians Forward Agenda of the Connecting Jordanians Initiative. In particular, ICTI will assist in:

- Creating a grassroots, bottom-up strategy combining public, private, and nongovernmental activity to develop Jordan's e-readiness.
- Developing a monitoring and evaluation framework that will enable MOICT to develop a unified portfolio management approach for overseeing and managing e-initiatives. ICTI will also help integrate the framework into the different MOICT e-initiatives to clearly capture, communicate, and manage their impact on Jordan.
- Expanding access and connectivity by working on grassroots projects that will link ICT to the social and economic development of communities and assist in achieving the sustainability of the Knowledge Stations.
- Promoting youth involvement by supporting the expansion of the NetCorps Program.
- Supporting the e-Services Center at the e-Village, a model development approach that focuses on the integration of national e-initiatives at the local level. The e-Village will create ICT-related economic opportunities for the Lib and Mleih villages, and serve as a model that can be replicated in other villages and cities in Jordan and other countries around the region. This initiative supports His Majesty King Abdullah II's vision of developing Jordan as a knowledge-based economy and society.

412.7 Connecting Jordanians: Digital Inclusion.
In 2004, ICTI developed a plan to ensure the social, economic, technological, and political sustainability of Jordan's approximately 100 Knowledge Stations. The plan is based on the strengths and needs of the communities which the Knowledge Stations serve. This process contributed to the sustainable cultural and socio-economic development of the targeted communities.

To contribute to the sustainability of the Knowledge Stations, ICTI will implement the following four grassroots IT development programs:

- **Connecting Jordanians Grassroots Agenda and Implementation Strategy.** The agenda and strategy will be articulated by citizens themselves, based on their aspirations for an e-enabled Jordan. This project will form the cornerstone of the work of the Connecting Jordanians PMO. This PMO will serve as the contact point for citizens, nongovernmental, government, and private sector organizations in managing the deployment of the Connecting

Jordanians Forward Agenda. The strategy, which will be refined annually, will organize public, private, and nongovernmental activities aimed at enhancing Jordan's e-readiness. It will be launched during a national conference on access and connectivity, and its implementation plan will serve as a benchmark for all programs leveraging technology as a tool for broader socio-economic development.

- **Portfolio Management/Measurement and Monitoring the Impact of e-Initiatives.** In an effort to coordinate its national ICT initiatives, foster cooperation and information-sharing, promote interaction among implementing organizations, and increase the impact of e-initiatives, MOICT will organize a National e-Initiatives Task Force and Database comprised of all major e-initiatives in the country. ICTI will assist MOICT in mapping out all initiatives; defining MOICT's engagement in all initiatives; and standardizing the measurement of the socio-economic impact of all public, private, and nonprofit programs at the international, regional, and national levels that actively contribute to the development of a knowledge-based economy and society in Jordan.

- **Knowledge Station and Tourism.** This program will catalyze content development and help Jordan digitize its cultural heritage by engaging all communities in raising Jordanian and Arabic content as an issue in national consultation sessions and determining the level of priority and suggestions for content stimulation. It will involve surveying community groups, municipalities, and national heritage organizations regarding their needs in terms of digital content. If the findings of these surveys indicate the need, an e-content support program will be designed and established with funding from sponsors for particular projects. The program is part of a larger tourism program that turns Knowledge Stations in villages on the road to Petra into centers for tourism activities.

- **Backward Linkages Program:** The Backward Linkages Program aims to help large local corporations and community microenterprises establish business links. The purpose is to generate business for both large and small companies as well as build the capacity of the microenterprises. The Knowledge Stations will serve as the intermediary linking the companies.

422 MOICT Institutional Development.

422.7 Conference Participation.
ICTI will continue to provide minimal support for ICT conferences by participating in them. Although this activity was scheduled for completion in 2004, ICTI may be involved in similar tasks in 2005.

422.9 MOICT Quality Management System Development.
ICTI conducted a gap analysis for MOICT against ISO 9000:2000 standards. This gap analysis highlighted the procedures that require modification or further development for MOICT to become ISO certified. ICTI will continue to support MOICT in becoming ISO 9000:2000 certified.

423 TRC Capacity Building.
To foster growth and investment in the telecommunications sector, a well-equipped and well-functioning telecommunications regulatory agency is crucial. The TRC is charged with regulating the telecommunications sector in Jordan. The amended Telecom Law, passed in 2002, adopted a new structure, which brings Jordan into line with international best practices and grants the TRC legal and administrative autonomy. Under the new law, the TRC is governed by five commissioners, with the chair of the commission acting as CEO of the agency. The new law also gives the TRC new responsibilities and powers. The chairman, Muna Nijem, is a dynamic leader dedicated to reinventing the TRC as a first-class agency capable of meeting challenges effectively.

The new law empowers the TRC to take action to foster growth and investment in the telecommunications sector. As a practical matter, however, the TRC needs to develop its institutional and professional capacity to optimize its ability to deal with the expected changes in the market. The TRC has taken major steps in the past 18 months to improve its institutional and regulatory capacity. Still, improvements need to be made to ensure that the TRC has the regulatory tools and internal capacity to fulfill its mandate. Such improvements will be especially important in 2005, as Jordan Telecom's exclusive right to provide voice service expires at the end of 2004, and an additional license for mobile services will mean greater competition in the telecommunications market and greater demands on the TRC. Having the appropriate regulatory groundwork in place for these important changes will be crucial to their success.

The programs outlined below are designed to assist the TRC in developing the appropriate regulatory practices and procedures necessary for adequately regulation of a competitive telecommunications marketplace. The bulk of the work in 2005 will focus on helping TRC staff develop the knowledge and expertise to handle upcoming challenges, as well as providing limited advice and support to the TRC for ongoing regulatory matters. During the balance of 2004, ICTI will assist the TRC in implementing the fixed services liberalization program. ICTI will also assist the TRC in developing and finalizing other ongoing programs.

ICTI staff member Bob McDonald works full-time at the TRC, advising on regulatory issues and coordinating the specific regulatory assistance provided by AMIR Program technical experts.

423.4 TRC Regulatory Issues and Enforcement.
A proper telecommunications regulatory framework in Jordan will facilitate investment in the sector by occupying the middle ground between the law and license agreements. ICTI will work with the TRC to establish a body of regulations that will guide all players.

423.4.1 Strengthening Legal Capabilities of TRC.
During 2004, ICTI assisted the TRC in developing internal legal and administrative controls to ensure decisions are handled efficiently and with legal certainty. Particularly important among these procedures are those devoted to ensuring effective dispute resolution and enforcement processes. Legal activities in 2005 will focus on ensuring that TRC staff master these procedural rules and can work effectively within the new procedural framework.

423.4.2 Spectrum Management.
As the TRC works to develop the procedures and rules to open the fixed telecommunications market, the demand for licensing of telecommunications services that use radio spectrum will increase. It will therefore be extremely important for the TRC to have an effective approach for issuing licenses for new fixed telecommunications service providers to enable them to utilize radio spectrum. ICTI will provide the TRC with expert assistance to help develop programs and procedures to ensure that the TRC has the processes in place to allocate and license radio spectrum for new fixed services providers. The emphasis will be on helping the TRC adopt international best practices and create new opportunities for deploying state-of-the-art telecommunications networks, while putting Jordan's spectrum resources to the most beneficial use.

423.4.3 Regulatory Assistance.
In early 2005, as the fixed services market is opened to competition, the TRC expects to deal with disputes between operators and the need to ensure that its decisions are enforced effectively. To help the TRC handle initial disputes and learn from the experience, ICTI will provide expert assistance to help the TRC manage and resolve disputes between operators and effectively enforce TRC decisions and the Telecommunications Law.

423.4.5 Fixed Services Licensing.

One of the TRC's major tasks in 2004 has been to develop the appropriate procedures and practices to allow fixed-line competition. A key element in the future regulatory regime is a streamlined and transparent licensing process for future fixed-line operators. ICTI assisted the TRC in the last year in developing a comprehensive licensing program for new entrants to the Jordanian fixed services market. In the coming year, ICTI will assist the TRC in applying the fixed services licensing process and building the necessary staff skills and competencies.

423.4.6 Competition Safeguards.

In a competitive fixed-line environment, adequate safeguards to ensure that dominant operators are unable to distort the competitive market or abuse their dominant position are extremely important. ICTI assisted the TRC in developing such safeguards during the past year, and in the coming year will assist the TRC in implementing them and ensuring that TRC staff has a sound understanding of the relevant concepts.

423.4.8 Universal Service.

Jordan Telecom currently provides certain services to certain customers at below-cost rates to ensure that as many people as possible can afford telephone service. When the fixed telephony market is opened in 2005, Jordan Telecom will no longer have the legal obligation to do this, and indeed competitive forces will cause the current internal subsidy mechanisms to become unsustainable. MOICT is currently developing a set of policy guidelines for the TRC to implement regarding universal service support in a competitive fixed services environment. ICTI will assist the TRC in developing the appropriate mechanisms to ensure that universal service can be sustained in a competitive environment in a transparent and competitively neutral manner, while developing the capacity to handle these issues on an ongoing basis.

423.4.9 Price Regulation.

The licenses for telecommunications operators in Jordan allow the TRC to regulate retail and wholesale prices in certain circumstances. As the market for fixed services opens in 2005, it will be important to ensure that such regulations are in line with competitive market forces. ICTI will provide the TRC with the appropriate technical resources to develop changes to the existing regulatory regime and build its capacity to manage such regulation on an ongoing basis.

423.4.10 Information Collection /QOS.

As the telecommunications regulator, the TRC is charged with developing and maintaining adequate procedures and processes for collecting and releasing statistical and other information from licensed operators. Making detailed industry information available to the public is critical to ensuring transparency and encouraging investment in the telecommunications market in Jordan. ICTI will assist the TRC in developing such processes and procedures, and in creating a Website to make information available to interested stakeholders and the public.

423.8 Regulatory Training.

The TRC added a large number of new staff in the last year. These staff members are in large part young and energetic new graduates with strong potential but limited experience. Even the more experienced staff are in large part unaware of the challenges they will face as the market opens to full competition. ICTI will assist the TRC in building staff capacity by conducting a five-phase training program on telecommunications regulatory principles, management, and governance during fall/winter 2004-2005.

430 - 439 e-Government.

431 Capacity Building for e-Government Department of MOICT.

Under AMIR 2.0, the e-Government Initiative has grown from two fast-track projects into a comprehensive program of development with numerous high-profile e-government projects being

implemented at a rapid pace. ICTI will support MOICT's e-Government Department to develop its long-term capacity to manage and coordinate these projects.

431.3 EGD e-Government Program Office.
MOICT's e-Government PMO is responsible for coordinating a comprehensive e-government initiative and implementing numerous projects across the public sector spectrum.

431.3.2 Establish PMO Processes.
In the first two years of the e-government program, subcontractor EDS established the core policies, procedures, practices, and templates necessary to manage, coordinate, and monitor a national portfolio of e-government projects. ICTI will continue to support the PMO in developing a quality management system and becoming ISO-certified.

431.3.4 Change Management Support.
Addressing the cultural and organizational change associated with e-government projects is fundamental to the sustainability of the e-government program. ICTI will assist the PMO in building its change management capacity, developing a change management plan, and developing change management standards and guidelines.

432 e-Gov Project Design and Development.

432.1.3 IQC Monitoring and Coordination – Phase 2.
AMIR Program subcontractor DevIS, international experts in implementing e-government solutions, will continue to manage the scoping, development, implementation, monitoring and coordination for all projects handled by the IQC firms.

432.2 Scope Requirements.

432.2.2 e-Government Informational Portal –Phase 1-Section B
The e-Government Informational Portal is divided into three sections: government to government (G2G), government to business (G2B) and government to citizen (G2C). Phase 1A was completed by the five IQC firms, and included harvesting and digitizing content from most of the government institutions.

ICTI will continue to support the e-Government Informational Portal Project phase 1B by using the five IQC firms to finalize the design of the informational portal content, architecture, and implementation of operational components to support the live implementation of the portal.

432.12 Municipal Licensing BPR.
In the previous period, ICTI began working with ECI on a business process re-engineering (BPR) task for the Wadi Al-Seer Municipality, part of the Greater Amman Municipality (GAM). The Wadi Al-Seer BPR project aims to improve municipal business licensing procedures, and is the first pilot BPR project for the GAM. The AMIR Program proposed a set of recommendations for measurably reducing the licensing and renewal periods in Wadi Al-Seer. The recommendations were approved by the mayor, and the AMIR Program will assist in their implementation.

The Greater Amman Municipality (GAM) also committed to rolling out the new business processes to all municipalities in Amman.

The Municipality of Madaba was chosen from among five municipalities nominated by the Ministry of Municipalities and Rural Areas (MMRA) to be the first municipality outside of GAM to undergo licensing BPR. Once completed, the new processes will be rolled out to another municipality outside Amman under the umbrella of MMRA.

432.13 CBJ WAN Implementation.

In cooperation with FMD, ICTI has been working on implementing a wide area network (WAN) for the Central Bank of Jordan (CBJ). The WAN will serve as the communications infrastructure between the CBJ and commercial banks. Procurement of WAN equipment will continue, followed by implementation.

432.14 Trade and Investment Information System.

In cooperation with PSPI, ICTI has been working on a proof of concept for developing a data governance model for trade and investment data. The proof of concept will demonstrate the benefits of the system and clarify any implementation issues. The output of the proof of concept will be a scope for implementing the full trade and investment project.

432.16 Customs HR Software.

In cooperation with PSPI, ICTI will implement a human resources software solution at Jordan National Customs. An IQC firm has been selected to help manage the implementation of this software and assure quality and testing. ICTI will procure software and provide IT project management training for the Customs IT department.

432.17 Data Governance Model Rollout.

Having successfully piloted the development of a data governance model for trade and investment data, ICTI will work on extending this model to the Jordanian financial market and microfinance, tourism, and the telecom sectors. The data governance model project aims to eliminate duplicates between stakeholders, unify reporting mechanisms, and provide accurate information for policy-makers and investors.

432.18 Income Tax Department Communications Support.

MOICT has developed an electronic service for the Income Tax Department to be released publicly in the last calendar quarter of 2004 to Jordanian citizens and businesses. This is the first e-service targeted at Jordanian citizens and businesses under the e-Government Initiative. ICTI will support MOICT in communicating the e-service to the public by hiring a PR company.

432.19 Sectoral Licensing.

The BPR project is a collaborate effort of ECI and ICTI. The goal is to measurably reduce the licensing and renewal periods.

ICTI, in cooperation with ECI, will explore a BPR project in tourism licensing. The aim of this project will be to simplify licensing procedures.

432.20 JTB Website.

The Jordan Tourism Board (JTB) intends to combine the two current JTB Websites into a single site. The new Website will support Jordan's National Tourism Strategy. In cooperation with Strategic Project GBS and Tourism, ICTI will assist the JTB in developing and launching the new Website.

432.21 DOS Mobile Application.

The Department of Statistics (DOS) received a number of handheld devices from USAID for use in data collection in the field. These devices have not been utilized as no application exists to support their use. ICTI will assess the use of these devices for data collection and statistics in the field and, if viable, assist the DOS in making use of them.

440 - 449 Industry Development.

440 Industry Development.

440.1 Private Sector Strategies.

ICTI and PSPI will continue providing specialized technical assistance to MOICT, the Jordan Investment Board, and int@j to evaluate Jordan's competitive position in the IT sector, identify the areas where it has some advantage, and develop an appropriate three-year investment promotion strategy. The following investment promotion approaches have been identified:

- Identification and promotion of competitive niches
- Identification and promotion of competitive companies
- Identification and promotion of market opportunities

Baseline work will be in four different areas:

- Survey of local capabilities and companies
- Survey of external stakeholders (i.e. potential regional and international exporters and investors)
- Survey of emerging market opportunities
- Local, regional, and international sectoral overviews

Beyond PSPI and ICTI's work on strategy, follow-up tasks will be conducted to institutionalize the export and investment promotion functions of MOICT's ICT Promotion Department and to assist them in developing a two-year roadmap for strategy implementation.

440.2 Academia / ICT Industry Linkages.
The Yarmouk Center of Excellence aims to promote collaboration between Yarmouk University and the ICT industry. The project is a step toward establishing an entrepreneurial center to serve regional ICT market needs. Through the center, graduates will develop a better understanding of workplace interactions and gain practical skills that will make them ready for the IT job market and for creating small businesses. The center will provide a workplace environment to students and will lead to:

- Enhanced personal competency and skills through practical training in problem-solving and participation in project-based learning activities
- Enhanced understanding of workplace interactions, team work, and technical skills
- Increased knowledge and awareness about latest developments in the ICT-related fields
- Enhanced collaboration between academia and industry to better serve the sector needs and contribute to the national shift towards a stronger knowledge economy

In 2005, ICTI will assist Yarmouk University in establishing an ICT/business incubator for the community in Irbid and for Yarmouk University students. The incubator will focus partially on ICT-related companies and will use computerized systems.

450 - 459 Access/e-Learning and Connectivity.

450 Access/Connectivity.

450.2 e-Village Support.
The e-Village Project at Lib and Mleih (located in Madaba) is a pilot project intended to help bridge Jordan's digital divide, benefit a rural community, and combine IT initiatives to develop new, innovative, gender-sensitive IT strategies. Lessons learned from the pilot project will be applied in planning and implementing similar initiatives.

The project uses a model development approach that focuses on integrating national e-initiatives at the local level to meet the above objectives. This model will be replicated in other villages and cities in Jordan and elsewhere in the region. This project is line with King Abdullah's goal of developing Jordan as a knowledge-based economy and society.

Three major components were formulated to address the project's needs:

- **Information and Awareness.** Raise villagers' awareness about e-Village initiatives, using technology, and gender issues.
- **Capacity Building.** Build the capacity and professional skills of village citizens and allow them to benefit from different IT services.
- **Economic Empowerment.** Expand economic opportunity within the village by creating new job opportunities and providing professional marketing and entrepreneurial services.

For the final component, an e-services center will be established to provide a source of employment that villagers (women in particular) can tap into as soon as they have developed the necessary skills. The center will be housed in up to three houses in Lib and will accommodate approximately 30 employees, plus the program's staff and server. The village staff will work on national projects and initiatives. The aim of this center is to enhance the quality of life for villagers by providing rural women and youth with the capabilities and professional skills necessary to influence and benefit from the ICT sector, and by providing trained villagers with jobs in an environment conducive to the formulation of new creative ideas.

To support the center, ICTI will provide funding to renovate the houses, procure IT equipment, and manage the center for one year. The goal is to help the center be self-sustaining after this time.

In 2004, ICTI began equipment procurement and renovation, and also conducted a demand market study and a gap analysis to assess the feasibility of outsourcing at the e-Village. In 2005, ICTI will concentrate on implementing and managing the center in line with the findings of the study and gap analysis. This effort will be private-sector-based to ensure the sustainability and quality of outsourcing services provided.

490 – 499 Grants.

490 ICT Grants.
ICTI will provide grants focusing on grassroots access and connectivity programs and ICT industry development to support the development of creative approaches and the implementation of innovative pilot concepts, programs, and practices. Support will include a grant facility that will support the development of a program that promotes access and connectivity on the national level; a grant to expand the NetCorps Jordan Program; a grant to implement a pilot Mother and Child Program; and a grant to support the management of the e-services center at the e-Village which will create economic opportunities for women. In addition, int@j's grant to support the ICT industry will continue.

490.1 Grants to int@j.

490.1.1 ICT-PDG-INT-005.
ICTI will continue to support int@j in promoting and coordinating IT industry development locally, regionally, and internationally. The focus will be on building the association's capacity as well as that of the private sector.

490.4 Grant to NetCorps Jordan Organization.
The Youth ICT Engagement Program is designed to involve Jordan's large population of literate youth, many of whom have advanced ICT skills, in supporting the implementation of the Connecting Jordanians Forward Agenda. The program also generates entry-level ICT jobs in Amman and other areas.

In 2003, ICTI supported the implementation of the NetCorps Jordan Program through the Queen Zein Al Sharaf Institute for Development. In 2005, this program will play a greater role in the Connecting Jordanians Forward Agenda by placing young Jordanians in Knowledge Stations, schools,

universities, public access centers, government organizations, and in businesses to help catalyze the use of ICT as a tool for development.

In 2005, ICTI will potentially support the expansion of the current NetCorps program to achieve the ambitious targets set by King Abdullah II. The program will be evaluated continuously, and support programs may be implemented.

490.5 Grant to the Knowledge Stations – Mother and Child Program.

The Mother and Child Program aims to enhance the sustainability of the Knowledge Stations and increase access to child-friendly IT applications and software available on either the local or international markets. Through the program, children ages three to five and their mothers will develop basic IT skills, such as how to turn on a computer, use a keyboard and mouse, and use the CD-ROM, by using very simple multimedia/animation educational programs for children on topics such as the alphabet, numbers, culture, environment, and water issues. Mothers will be expected to enroll in a more advanced program in ICT literacy to help them take advantage of job opportunities in the ICT field.

The overall objective of the program is to provide training opportunities that will enable mothers to participate in economic activities. Additionally, the program will help children in disadvantaged social and economic circumstances lead healthier lives by developing their motor, social, and cognitive skills.

The program will also enhance the sustainability of Knowledge Stations by helping them shift from being training centers and toward becoming access centers where ICT services are offered.

ICTI will award a grant to an NGO to implement the pilot program in a number of Knowledge Stations.

V.   PRIVATE SECTOR POLICY INITIATIVE (PSPI)

A.   INTRODUCTION

The AMIR 2.0 Program is dedicated to increasing economic opportunity and prosperity for Jordanian citizens by facilitating and stimulating the development and growth of private enterprise. The Private Sector Policy Initiative (PSPI) is a key element of the program. It focuses on improving the economic policy environment and developing, improving, and streamlining the institutions and organizations responsible for private sector policy, promotion, and facilitation. PSPI aims to introduce international best practices into the organizations with which it works and to develop the structures, skills, and other resources necessary for effective implementation of these practices.

In mid-August 2004 PSPI underwent an important internal restructuring, along with BMI and MEI. All investment promotion activities and those related to municipal licensing (business process re-engineering) will shift to the newly established Enhanced Competitiveness Initiative (ECI). The new PSPI structure will therefore reflect a focus on international trade comprised of market access and customs, and a general policy area that will respond to so-called targets of opportunity.

PSPI's Trade and Market Access (TMA) subcomponent made significant progress in 2004 towards helping Jordan meet its commitments under the WTO and the Jordan-U.S. Free Trade Agreement (Jordan-U.S. FTA) through close cooperation with the Ministry of Industry and Trade (MIT) and the Ministry of Agriculture (MOA). In the coming period, this part of the initiative's activities will continue with the aim of improving the protection of intellectual property rights, raising public and private sector awareness of WTO obligations, and supporting legislative reforms that create an environment conducive to trade, in particular in the areas of agriculture and government procurement.

PSPI's Customs Reform and Modernization (CRM) subcomponent will continue efforts to improve customs operations through automation of procedures and training of personnel. A shift in focus begun in 2004 to work more with the private sector will continue. This focus is necessary to take full advantage of risk management applications by the Customs Department that will place increased emphasis on reducing constraints on low-risk shipments. By reducing the processing time for documented low-risk shipments, the associated transactional costs will be substantially reduced, and increased cross border trade will be encouraged. In addition, CRM will focus on building the capacity of Customs to be a self-sustaining organization, rather than dependant on donors, through changes to Customs' human capital development and management. Changes include the adoption of the Systems Approach to Training (SAT) and the redefinition of core competencies in position descriptions.

Activities planned under the General Policy Implementation (GPI) subcomponent aim to improve policy analysis capability and provide ongoing assistance to address specific policy issues. In 2004 GPI's greatest accomplishment was the successful planned exit of the Centers of Excellence (COE) Program and transition of its work to the newly formed nongovernmental organization Excellence in Institutional Development (EID, or Excellence, Inc.), which received start-up funds from a USAID program grant. Other activities implemented in 2004 as part of GPI's portfolio included the municipal licensing activity, a joint effort of PSPI, MEI, and ICTI, and ad-hoc assistance provided to the Jordan Valley Authority, Ministry of Environment, and Ministry of Justice.

B.   SPECIFIC ACTIVITIES

501 – 509 PSPI Administration.

504 Long-term Staff.

As a result of program restructuring, PSPI has made significant changes in its expatriate and local long-term personnel. Brad Fusco, Investment Promotion (IVP) leader, has assumed the role of ECI

team leader. Legal Advisor Maher Hamdan will now work with ECI on investment-related issues. As a result, PSPI will no longer have ministry-based staff. Lina Arafat, Customs projects liaison, left CRM to pursue other career opportunities. Following the COE Program exit strategy, managers Andrew Kaiser and Hatem Tieby concluded their work at the end of the previous planning period. COE Program senior advisor Leen Alam chose to not return to the program in May following the completion of her maternity leave. Restructuring effectively halves the number of PSPI staff, which will remain at five. Given the overall reduction in the initiative's size, this staffing level continues to ensure effective implementation and oversight of all subcomponents.

504.1 AMIR-based Staff.

General. Greta Boye, PSPI team leader, will provide overall management, coordination and oversight, as well as technical inputs, especially in the TMA and GPI subcomponents.

Amal Habis will provide administrative support in her role as program assistant, and has assumed the active lead in the new MM&E2 system for the entire team.

Eman Al-Fayoumi joined the PSPI team in mid-August. She will provide administrative support to Habis and also backstop CRM.

CRM. Walter Hekala will lead the CRM team. Hekala has experience working with both the public and private sector to develop customs modernization programs, including shared responsibility initiatives that encourage public/private cooperation.

Jamal Olaimat, customs specialist, will work on technical issues and maintain close rapport with Jordan's Customs officials.

TMA. Geoff Wright will continue to direct the TMA subcomponent, focusing on WTO compliance and FTA issues and guiding other trade-related policy and business environment initiatives. Some of these activities also fall under GPI. In August 2004, TMA absorbed responsibility for coordinating the AMIR Program's support to the TIJARA Coalition.

GPI. Geoff Wright and Greta Boye manage GPI activities. These activities are often referred to as 'targets of opportunity' and vary widely across counterparts and objectives.

506 Internal Planning.
Following on previous team-building events, the PSPI team leader will hold periodic workshops involving the managerial and technical staff to revise the work plan and report on ongoing activities. Based on past successes, such events will likely include sessions on brainstorming, questions and answers with the program director and USAID clients, and strategic planning. Given the reduction in staff, managers will attend biweekly meetings to discuss budget and work-plan-related issues; all staff will attend ad-hoc meetings as needed.

530 – 549 Trade and Market Access (TMA).

530 TMA Subcomponent.
TMA will focus on Jordan's membership in the WTO and the Jordan-U.S. FTA. Activities under this subcomponent are often seen as dealing with "compliance issues." While it is true that, by acceding to the WTO and signing the FTA, Jordan made certain commitments – to improve its performance in enforcement of intellectual property rights, open its market, and adopt less onerous regulations for companies exporting to Jordan – it is equally true that membership in these agreements and organizations brings significant opportunities for Jordan to increase its exports and attract foreign direct investment. TMA therefore focuses equally on assisting Jordan in meeting its commitments and helping the country reap the maximum possible benefit under the new arrangements. TMA's trade

facilitation role was strengthened by the transfer in August 2004 of responsibility for AMIR Program support to the TIJARA Coalition from BMI.

The WTO functions as a framework in which countries can negotiate greater trade access to each others' markets, agree on rules to facilitate trade, and resolve trade disputes. The annual meeting agenda includes a vast range of topics, some of which have a direct bearing on Jordan's interests. Jordan needs to improve its ability to identify which topics are critical, establish a position on those topics in line with its overall economic interests, and defend that position in both annual meetings and bilateral negotiations. Jordan also needs to identify those countries whose positions are similar to its own, and work with these countries to share resources during negotiation.

531 Ministry of Industry and Trade.

531.1 General Policy.
TMA will strengthen the capacity of public and private sector agents to analyze and advocate trade policy. A trade economist will conduct a series of training courses to raise awareness of key trade issues and provide effective tools for analyzing net welfare and revenue effects.

An informal network of trade analysts will be established among interested staff members of business associations, academic institutions, banks, private research firms, and the Ministries of Industry and Trade, Agriculture, Planning, and Finance. This network will be linked to foreign researchers through a regional trade research network being established under the Economic Research Forum in Cairo. TMA will encourage the Jordan Center for Public Policy Research and Dialogue, established in July 2004 by the Higher Council for Science and Technology, to become a cornerstone of the Jordanian network and act as a research and advocacy agent for private sector interests such as the TIJARA Coalition.

TMA will also encourage the government to recruit individuals from among the members of the network to staff a new trade policy research unit that will form part of the Jordan Authority for Economic Development (JAED), to be established in early 2005. The remaining members of Jordan's network will form a peer group to comment on research conducted by JAED.

531.2   Foreign Trade Policy Directorate.

Overall Support. The Foreign Trade Policy Directorate at the MIT is responsible for issues related to the WTO and the FTA. One of the directorate's most important roles is to increase public and private sector understanding of WTO and FTA obligations and opportunities. TMA will continue to help the directorate host regional and national workshops and training courses provided by international trade organizations (usually the WTO, but also the United Nations Industrial Development Organization). It will also continue to support the directorate in producing and purchasing materials to increase understanding of WTO and FTA obligations in both the public and private sectors.

Doha Round Negotiation Support. The ongoing Doha Round of trade negotiations raises significant policy issues for Jordan. Despite disagreements at the Cancun Ministerial Meeting, WTO members continue to seek agreement on a number of broad negotiating principles that will set the framework for bilateral negotiations. The government has requested assistance to examine the impact of these principles on domestic agriculture and goods production in order to help Jordan prepare its negotiating positions. A trade economist will work with the Foreign Trade Policy Directorate to study these impacts.

Support for Services Exports and Negotiations. TMA will explore ways to facilitate trade in services by engaging private sector groups such as the Chamber of Commerce in increasing awareness among members. TMA may also investigate the value of collecting formal statistics on trade in services and examine the need for mutual recognition agreements. The majority of

strategizing on services exports will take place through grants to industry sector representatives as part of AMIR Program support for Jordan Vision 2020.

531.4   Industrial Property Protection Directorate.

Patent and Trademark Registration Capacity Building. TMA will work with the United States Patent and Trademark Office (USPTO) and the Jordan Intellectual Property Association (JIPA) to support the enforcement of intellectual property rights in Jordan. USAID arranged an interagency agreement through which the USPTO will provide expert assistance to improve current procedures and strengthen cooperation with the Industrial Property Protection Directorate (IPPD) at the MIT.

Jordan aims to accede to the Patent Cooperation Treaty and the Protocol to the Madrid Agreement on the International Registration of Marks by the end of 2004. These agreements facilitate international registration of patents and trademarks. TMA will support Jordan's accession through:

* Limited budgetary support for salaries to enable recruitment of qualified staff
* Legal support to draft the necessary regulations
* Study tours to World Intellectual Property Organization and the USPTO to observe registration procedures
* English language training of IPPD staff
* Liaising with the USPTO to send experts to support implementation of the agreements by the IPPD

National Library. The National Library now reports to the Minister of Industry and Trade. TMA reviewed amendments to the Copyright Law and will provide practical training in search and seizure and copyright infringement detection.

531.5 Companies Controller Directorate.

Insolvency Law Implementation. TMA will monitor the continuing needs of the Companies Controller Directorate at the MIT. In particular, TMA will explore the possibility of providing expert assistance to formulate and implement the draft Insolvency Law. This law enhances the ability of creditors and company managers to cooperate over the handling of insolvent companies.

533 Ministry of Agriculture.
The MOA has to contend with the largest number of WTO requirements of any government department. TMA assisted the Trade Agreements Unit of the MOA in drafting regulations and instructions for the Agriculture Law. TMA will continue to support the ministry by training staff on, and raising public awareness about, new legislation, procedures, and the WTO Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary (SPS) Agreements. TMA will also continue to support the translation and publication of legislation, the new National Agriculture Strategy, and agriculture project profiles. TMA will also support the MOA in strengthening its capacity to analyze trade policy similar to the training on trade policy modeling provided in 2004 by the Food and Agriculture Organization (FAO).

Doha Round Negotiations on Agriculture. TMA will continue to support the MIT's preparations for the WTO agriculture negotiations. The trade economist who will study the impact of different modalities being applied to market access negotiations for goods will also examine the effects of different market access arrangements for agricultural products.

534 Government Tenders Directorate.
TMA will continue to support the National Government Procurement Committee in drafting new legislation consistent with the WTO Government Procurement Agreement. TMA expects the committee to complete its review of the draft regulation by the end of 2004.

535 Jordan-U.S. Free Trade Agreement.

The FTA entered into force in late 2001. TMA will address individual policy areas as they arise under the FTA. The June 2004 meeting of the FTA Joint Committee highlighted the need to review the Jordan Institute for Standards and Metrology and its DAMAN Program for pre-shipment quality inspection, a consultancy that took place during the previous reporting period. Based on this review, TMA will explore providing JISM with appropriate technical assistance. TMA will seek to have the Jordanian network of trade advisors, discussed under GPI Task Number 531.1 above, review other FTA-related issues, such as cumulation of origin and accelerating the scheduled tariff reductions.

536 TIJARA.

TMA will continue to coordinate all AMIR Program support to the TIJARA Coalition, whether directly through technical assistance from TMA or through a grant from ECI. TMA will monitor and support activities of the coalition under the following five categories of action:

- Mandate the FTA Unit to monitor progress of the implementation of the new TIJARA strategy.
- Strengthen the capacity of the FTA Unit to act as a full service trade advisory center for the coalition and eventually become self-funding.
- Strengthen the capacity of the coalition to train business association trade officers and other interested persons to effectively promote and implement the FTA. This goal can be pursued by publishing the survey of training needs conducted by the American Chamber of Commerce in Jordan and converting existing training material into an online training course.
- Coordinate and encourage targeted FTA trade promotion activities among coalition members.
- Raise interest among coalition members in identifying relevant trade policy issues, analyzing them, and lobbying the government to address the issues through an appropriate advocacy mechanism. The AMIR Program will support cooperation between the TIJARA Coalition and the proposed network of trade researchers, discussed under GPI Task Number 531.1 above.

550 – 579 Customs Reform and Modernization (CRM)

555 CRM Subcomponent. Customs administrations around the world are adopting an informed, voluntary compliance strategy, through which the international trade community shares responsibility with customs for ensuring both the collection of revenues and non-revenue regulatory compliance. Through this process customs can promote legitimate international trade. Customs administrations play a critical role in ensuring supply chain security for international shipments. With the increased importance of supply chain security, customs administrations face increasing pressure to intercept non-compliant shipments. A reactionary approach to supply chain

security is to conduct more trade-stifling inspections. International best practice in customs risk management, on the other hand, includes identifying low-risk shipments in advance and removing them from the total pool of international transactions crossing the border that are subject to inspection. The burden of documenting and confirming low-risk shipments is a responsibility shared by the private sector and customs authorities.

Through a series of short-term consultants CRM has helped Jordan's Customs Department to understand and implement risk management. In the last year the emphasis has shifted to include private sector development. The work from 2004 found the private sector in Jordan to be much weaker in the technical aspects of customs compliance than anticipated. The strategy to support the modernization of Customs for 2005 and potentially beyond will be to increase the participation of the private sector in the reform process. The AMIR Program will assist Customs in shifting from a transactional risk management strategy with enforced compliance to a client-oriented strategy of informed, voluntary compliance. By more clearly involving the private sector in the voluntary compliance strategy, Customs can, with high confidence, permit low-risk shipments to be imported, exported, or transited through Jordan with significantly decreased processing times.

CRM will also continue to support changes to the Customs Department's human capital development and management by providing technical assistance through consultants and purchasing related software. Like other government agencies in Jordan, the Customs Department is structured under an antiquated civil service system. Customs has agreed with AMIR Program recommendations to implement the SAT as a training methodology. Under this methodology, training activities will be based on core competency requirements. A pilot project to test the new software system will be implemented and completed in 2005. Building on the results of the pilot project, CRM will provide Customs with a rollout strategy for implementing substantive changes in human capital management based on competency requirements in position descriptions, measurement of individual competencies, certification of competencies, and training to close identified skill gaps throughout the organization.

In addition to working directly with the Customs Department, CRM will continue to support the efforts begun last year to form a multi-agency border management task force (BMTF) to oversee border management reforms.

555.1   *Customs Institutional Development.*
This task addresses not only the overall institutional and strategic framework, but also critical technical issues. In 2005, CRM will continue to assist Customs in updating its strategic plan and increasing institutional knowledge of modern customs practices. Work will emphasize recognizing and implementing national strategic goals in partnership with other border-related agencies, and enhancing Customs' capacity to manage of its most valuable asset, its personnel. The following activities planned for 2005 will build on those initiated in 2003 and 2004.

Border Management Task Force. In the past year, CRM held two workshops on forming a multi-agency BMTF for Jordan. The workshops yielded a recommendation that the task force be chaired by an appointee of the Prime Minister. In 2005, subject to a directive from the Prime Minister to establish the BMTF, CRM will provide recommendations and support for BMTF-related activities, including the development of a fully integrated tariff system with ownership of the concept shared by Customs and the BMTF.

Customs Strategic Plan. CRM will continue to provide technical assistance to help Customs implement its 2004-2006 strategic plan for adopting international best practices.

Donor Coordination. CRM will continue to assist Customs in improving donor asset management, an initiative begun in 2003 to enhance relationships with and among donor organizations providing assistance to Customs. This will include efforts to strengthen ties with the U.S. Department of Homeland Security.

Border Process Re-engineering. A CRM technical expert will continue the border process re-engineering work that began in 2004 with process mapping, and provide recommendations for simplified procedures. Subject to the formation of a BMTF, this activity will be shared by Customs and the BMTF.

Train-the-Trainer Program. CRM staff will initiate a train-the-trainer program on enforcement of intellectual property rights. With the human capital development and management approach the emphasis in all training programs will be on the development of subject matter experts for self-sustaining training. CRM will also train the Customs Department Training Center staff in new training methodologies.

Increased Regional and International Customs-to-Customs Cooperation.
In 2004, CRM technical experts assisted Customs in developing a Customs Mutual Administrative Agreement with U.S. Customs and Border Protection. In 2005, the CRM will assist Customs in developing new or improved agreements with neighboring countries and provide support for the semiannual meeting of the World Customs Organization Policy Commission, to be held in Jordan in December 2004.

Cooperation with Private Sector. CRM will support the expansion of the Customs Cooperative Council, in particular by helping the body focus primarily on macro-level issues.

Intelligence. The Customs Department Intelligence Unit was formed in 2004 on CRM's recommendation. CRM will continue to support the unit by providing technical assistance for their data analysis. Work will focus primarily on providing better data inputs through the Customs Department Cases database system.

Risk Management. CRM will continue to support the Customs Department Risk Management Directorate by building its capacity to conduct voluntary compliance audits as part of the Golden List program. This activity supports the overall strategy of shifting Customs to a risk-based organization and builds on activities started in 2003. CRM will continue to emphasize the application of due diligence models developed in partnership with the Customs Department and the private sector in 2004.

Communications. CRM will assist Customs in developing its internal and external communications capabilities. Proper management of an informed, voluntary compliance strategy requires well designed strategies and systems for communicating with external clients and other government agencies, as well as for maintaining internal communication. In particular, this requires the implementation of a document issuance system that identifies the hierarchy of related documents, including which existing documents influence or are influenced by newly issued documents. Additionally, CRM will continue assisting in the development of an integrated tariff system as part of a communications tool.

Legislative reforms. CRM will provide technical assistance to promote reforms in customs legislation. Key elements of Jordan's Customs Law need to be amended to bring it into compliance with the provisions of the revised Kyoto Convention. According to the findings from an AMIR Program grant issued in 2004 to the International Research Corporation, additional changes are also necessary to allow the use of customs bonds issued by insurance companies as a form of security accepted by the Customs Department.

Border enforcement teams. Training delivered in 2004 created a cadre of experts in front-line risk management examination techniques. As part the risk management strategy, CRM will propose the creation of special search teams for high-risk shipments.

Human capital management and development. Developing Customs into a model agency for human capital management and training is a substantial element of overall customs modernization

efforts. CRM will hire consultants to provide technical assistance to Customs to redesign job descriptions based on core competency requirements and the related SAT. CRM will also undertake to provide specific interventions through either group or individual tutorial training or counseling to bring top organizational managers into alignment with the requirements of their newly defined job requirements.

560 Customs IT Solutions.
Improving automated systems complements all other modernization efforts. Customs has already adopted the ASYCUDA system and is expanding the use of the supplementary modules (e.g., transit, manifest, under-bond) to all appropriate sites. CRM will provide technical assistance for IT-related development projects, such as strategies for document issuances, an integrated tariff, ASYCUDA risk management, and human capital and training management systems.

Integrated Tariff. CRM will continue to support the development of a fully integrated tariff schedule for Jordan. An integrated tariff system identifies not only customs duties and taxes by commodity classification number, but also all other tariff and non-tariff regulations affecting import, export, or transit of the specified commodity. CRM anticipates that, once formed, the BMTF will recognize the development of the integrated tariff as one of its priorities. Once developed, the integrated tariff system will serve as an excellent roadmapping tool for consolidation of multi-agency border processing, such as single applications to multiple agencies.

Human capital management and development software. CRM is issuing a request for proposals for a software package to meet Custom's human capital development and management needs. Upon accepting a proposal, CRM will work with ICTI to provide technical assistance and oversight to Customs to rollout the new software.

IT architecture and governance. CRM and ICTI will pool resources to provide technical assistance to Customs in implementing long overdue updates to IT architecture and governance procedures. As Customs moves forward with various software applications it becomes increasingly important to ensure the compatibility of the software used in other applications.

Document issuance and management software. CRM will work with ICTI on the selection of new software or reapplication of existing software to help Customs manage its internal and external communications documents.

580 – 594 General Policy Implementation (GPI)

580 GPI Subcomponent.

The GPI subcomponent addresses three main needs:

- Improved policy analysis capability in government and for coordination among the different bodies responsible for policy research and analysis
- A coordinated system of data collection and analysis to provide policy advice and decision support to ministers
- Immediate and ongoing assistance to address current policy issues

GPI is structured to have the flexibility to address long-term structural issues in the policy area, as well as to respond to immediate needs for assistance and advice referred to as 'targets of opportunity.' Because of its multi-disciplinary nature, GPI will not have its own team leader. Instead, the PSPI team leader, with the support of the TMA leader, will provide overall direction and oversight.

580.1 GPI General.

580.1.1 Excellence, Inc. Support.

GPI will support the development of Excellence, Inc., the nonprofit organization established in 2004 to expand the outreach and benefits of the now-completed COE Program. GPI assistance will include the regular return of former COE Program Manager Andrew Kaiser to support Excellence, Inc.'s activities, monitor progress, and assist in the timely achievement of full financial independence and sustainability. Four technical experts will be contracted to train Excellence, Inc. consultants and enhance their knowledge of international best practices in the eight areas of institutional reform on which the organization focuses. These areas include the following:

- Strategic planning and balanced scorecard
- Risk management and monitoring and evaluation
- Knowledge management strategies and mapping
- Budgeting, allocations, and procurements

GPI may also call upon various local and international experts to provide as-needed direct support to Excellence, Inc.'s initial portfolio of institutional transformation clients. GPI will also support the distribution of the Excellence, Inc. newsletter during the first year. This quarterly newsletter will complement the institutional transformation services offered by the organization, and also serve as a marketing tool for attracting new clients. As this is an untested tool representing an unknown administrative burden for a new organization, PSPI feels it is appropriate to support the initial issues of this quarterly newsletter.

591 General Policy.
GPI will carry out ad-hoc activities to support the Ministry of Finance in undertaking a scoping study on tax reform, the Audit Bureau in legislation and training, the Insurance Commission in a scoping study for the insurance industry in Jordan, and the Ministry of Administrative Development in supporting their public sector reform program.

595 – 599 Grants

595 PSPI Grants.

Trade Policy Advisory Group.
TMA will explore the effectiveness of providing one or more grants to support the hiring of additional research economists at the Jordan Center for Public Policy Research and Dialogue, provide training to the trade research network, and work with business associations to develop a research agenda, carry out the research, and publish the results. The AMIR Program hopes that the center will serve the interests of the private sector in a national trade policy debate with JAED.

English Language Legislation Database.
TMA is in the final stages of evaluating applications for a mini grant to create a Web-enabled database permitting public access to English-language copies of Jordanian legislation.

IP Awareness and Publicity Campaign.
The Jordan Intellectual Property Association (JIPA) plays an active role in raising intellectual property (IP) awareness and ensuring compliance with the WTO TRIPS Agreement and other IP agreements to which Jordan is a party. TMA will investigate the need for developing a publicity campaign to promote awareness of the economic importance of enforcing copyright and trademark protection in Jordan. The campaign will be a link between the 2004 and 2005 IP Weeks. The campaign will also publicize the benefits of the Patent Cooperation Treaty and the Madrid Protocol for Jordanian businesses. This work will likely be executed as a grant to JIPA.

Customs.
Proposed projects will build on progress made in the previous year in increasing the capacity of the private sector to participate in risk management by Customs. Both through a technical assistance

consultancy and a grant, models for exercising due diligence are being drafted for use by both Customs and the private sector. These models will be the agreed standards for both the private sector and the Customs Department for exercising due diligence, including supply chain security requirements. Significantly increasing the technical capacity of the private sector to insure compliance will reduce the non-compliance risks. Documented low-risk companies will increase the capacity of Customs to shift resources to finding and preventing non-compliance. The Customs Department has begun the voluntary Golden List program through which companies can, after a compliance audit of their due diligence systems, receive the lowest clearance examinations.

Additional grants will be made to help the private sector develop self-sustaining programs for self-regulation, in line with the broader strategy of shifting responsibility for compliance onto the private sector.

595.2 Grants to EID.
Due to the success of the COE Program, USAID authorized the AMIR Program to establish Excellence Inc., a nonprofit organization charged with continuing the COE initiative on a for-fee basis. Excellence, Inc., supported by an initial program grant, will provide COE-like services to an expanded number of clients. The initial target market for Excellence, Inc.'s services will be the public sector, though services will quickly expand to business associations and the private sector as well. Excellence, Inc. is expected to reach full financial sustainability in the first eighteen months of operation.

VI.   FINANCIAL MARKETS DEVELOPMENT (FMD)

A.   INTRODUCTION

The Capital Markets Development (CMD) Component under the AMIR 1.0 Program focused on developing the equity market in Jordan. At that time, Jordan's capital market sector was increasingly viewed as a critical component in the economic development plans of the country. The market showed significant potential for development, but was plagued with endemic deficiencies, including an equity market lacking sufficient liquidity, a weak regulatory structure requiring reform, and a poorly functioning trading and depository system. Significant development, reform, and depth were needed both to meet the country's ambitious economic development goals and to build Jordan's capital market sector.

The AMIR Program was asked to help develop and expand Jordan's capital market into a self-sustaining, enabling financial environment for investment and growth – one that would base its tenets on establishing a fair, efficient, liquid, and transparent market to inspire domestic and international investor confidence.

The CMD Component worked to improve the efficiency, stability, and institutional environment of the Jordanian securities market by strengthening the quality of its legal/regulatory framework and by increasing the institutional capacity of Jordan's three capital market institutions: the Jordan Securities Commission (JSC), the Amman Stock Exchange (ASE), and the Securities Depository Center (SDC). The component propelled the reach of the market and improved its reputation by working to develop new market windows, a new securities law, a modern, automated SDC, broker training, the mutual fund industry, automation of market information dissemination, U.S. Securities and Exchange Commission (SEC) training, and by efforts to expand public awareness of capital market products.

Despite political instability in the region, these developments have helped sustain a strong interest in the Jordanian market, leading to more than 10 percent growth in the equity capital raised through the ASE last year alone.

Following direction from USAID/Jordan, the focus of capital markets activity was expanded from capital markets development to financial markets development. Bank supervision, bank corporate governance and fixed income markets development were added as activities. Public pension fund management reform was also added as a significant new activity. In addition, the development of the Government bond market and other central bank activities have been added by USAID/Jordan. This phase of the AMIR Program, has seen the focus shift to the broader financial markets, as detailed in this work plan, with continued assistance to the equity market institutions. USAID/Jordan also requested and formally approved the name change from "Capital Markets Development" to "Financial Markets Development."

Financial Markets Development.
The Financial Markets Development (FMD) Initiative under the AMIR Program is aimed at ensuring broadened and deepened financial markets by leveraging unused capital for developing and modernizing financial institutions.

The initiative addresses the following key issues:

- Causes of illiquidity in long-term funding, where real long-term finance is virtually non-existent and the fixed income market undeveloped.
- Absence of significant financial intermediaries (other than banks and brokers).
- Weak and insufficient competition to bank debt as a means of financing business.
- Distortions in capital pricing.

- Need for more modern and efficient financial market regulatory and self-regulatory institutions.

Strategy.
The FMD Initiative's key strategic objectives are to enhance market regulations, expand instruments of investment, improve bank regulation, expand new types of capital markets institutions that will develop the housing finance market and to work with the social security fund and industry in creating such new instruments. The initiative will continue to provide assistance in developing equity market regulations and corporate governance and incorporating international standards with the cooperation from the U.S. SEC, National Association of Securities Dealers (NASD), and the Federal Deposit Insurance Corporation (FDIC). Investor education and public awareness activities are included in this strategic thrust for capital market and financial market activities.

Combined, these approaches can address the causes of illiquidity in long-term finance and harness Jordan's $2.0 billion locked in low yield investments with little development impact.

The FMD Initiative will focus on the following:

1. Financial Regulation
2. Institutional Development
3. Industry Development
4. IT Solutions

Counterparts include:

- Amman Stock Exchange
- Central Bank of Jordan
- Jordan Mortgage Refinance Company
- Jordan Securities Commission
- Ministry of Finance
- Securities Depository Center
- Social Security Investment Commission
- Other industry players, including banks, investment banks, brokers, pension funds and other financial institutions

B.   SPECIFIC TASKS

601 - 609 FMD Administration.

604 Long-term Staff.

604.01   AMIR-based Staff.

- Team Leader – Khush Choksy
- IT Assistant – Ramzi Al-Sheshani
- Business Operations Advisor – Asma Abu Taleb
- Program Assistant – Elham Musa
- Administrative Assistant – Maha Abu Amri

608   Training Events and Research Assistance.
Provide assistance in preparing and managing training events for the Central Bank of Jordan (CBJ) and other capital market institutions, as well as managing other training programs and special events.

610 - 619 Financial Markets Regulations.

611   U.S. SEC Technical Assistance.
U.S. SEC will assist the JSC in establishing an investor education program.

612 JSC, ASE, and SDC Rules and Regulations.
Provide technical assistance in reviewing the JSC, ASE and SDC by-laws to ensure enhanced market risk management, licensing and regulation of the market. This will include a review of all JSC regulations. In addition, the NASD will help conduct a review of the ASE's surveillance and broker monitoring activities.

620 - 639 Financial Markets Institutions Development.

621   Institutional Strengthening of JSC, ASE and SDC.

621.02 World Federation of Stock Exchanges Membership for ASE.
In July the ASE received a letter from Director General of the World Federation of Exchanges (WFE) confirming that the ASE had been accepted as an Affiliate Member of the WFE. This acceptance is a confirmation that the ASE has been able to demonstrate its acceptance and implementation of globally accepted best practices in the management of the Exchange. WFE is a private international organization comprised of the operators of the world's leading markets, which are committed to the highest levels of market quality. It provides a forum for communication, analysis and debate among members. Membership in the WFE is often a prerequisite for investment consideration by many asset management firms and institutional investors worldwide. AMIR will assist the ASE in putting together its application for full-membership, including the due diligence involved.

621.03 NASD Technical Assistance.
The training program will be tailored to the needs of Jordan's financial advisors, investment managers and investment trustees and includes a comprehensive examination. Participants must pass the examination to receive one of the securities licenses issued by the Jordan Securities Commission. The program, to be launched in Spring 2005, will provide Jordan's securities professionals with the extensive knowledge and market expertise they need to properly advise their retail and institutional clients. Topics to be covered in the training program include fundamental analysis, macroeconomics, fixed income instruments, portfolio management and professional ethics. The program will be developed with the intent of becoming self-sustaining and transferable to a Jordanian professional training institution for future and continuous implementation.

621.04 Capital Market Promotion.
Provide assistance in the preparation of an investor education and capital market promotion plan in cooperation with the ASE as well as the JSC and SDC. This will include providing assistance in the development and possibly the publication of marketing materials targeted to the retail and institutional investor. Support will be provided in the organization and execution of investment education seminars in Amman and other cities. These seminars will be designed to appeal to investors from universities, rotary clubs, chambers of commerce and other business associations.

In addition, logistical assistance will be provided for a marketing roadshow to promote Jordan's capital markets to potential investors throughout the region and in one or two U.S. cities. However, the JSC, ASE, SDC and industry will be responsible for their costs associated with travel and accommodations outside of Jordan.

628 SDC Depository Operations.

628.05 SDC System Documents.
To enable the Securities Depository Center (SDC) to perform its clearance and settlement functions in accordance with the Securities Law 2002, the SDC built a proprietary bilingual system called the Securities Central Operation Registry Processing and Information Online system (SCORPIO). SCORPIO provides a comprehensive information technology solution for registration, depository, clearing and settlement and complies with international standards set by such organizations as G30 and the Bank for International Settlements. AMIR will continue to assist the SDC in putting together the user and broker manuals needed for comprehensive documentation of the system.

628.06 SDC Marketing.
AMIR will continue to assist the SDC in putting together a comprehensive marketing package for the Scorpio System.

634 Central Bank, Bank Supervision Department.

634.02 Bank Examinations and Supervisory Framework.
On-site examinations and supervision are major tools for CBJ to fulfill its mandate to ensure the safety and soundness of the banks in Jordan. The Bank Supervision Department is exploring implementing the FDIC automated examination report format and associated examination documentation (ED) to provide consistency, comparability and improved examination results.

Enhance Bank Examinations:

- Review current examination forms for consistency and thoroughness. Identify gaps from best practice. Suggest improvements as warranted.
- Review current examination policies, including scheduling, rotation, process and associated actions, suggesting improvements as warranted.
- Convert current Bank Examination Instruction Manual to FDIC's ED, recommending changes, if any, to improve its effectiveness in assisting examiners in producing meaningful and timely examinations/inspections in Jordan.
- Automate examination process and manual of instructions.

Develop and Deliver Workshop on Bank Examinations/Inspections:

- Identify gaps in examination process relative to international best practice, including analysis of the information.
- Perform a training needs assessment of bank examiners/inspectors.
- Develop materials and deliver workshop(s) on application of new examination format and process.

- Develop additional remedial workshops as necessary to cover such areas as general financial analysis and corporate finance, credit analysis, and other basic tools necessary for producing quality examinations.

634.06 Bank Resolutions.
This entails the FDIC coming back to review the Prompt Corrective Action Framework. The FDIC will provide recommendations on how to improve CBJ implementation of the Prompt Corrective Action Framework.

634.07 Corporate Governance in Banks.
The Corporate Governance Workshop was held in June 2004 and attracted the participation of more than 75 CEOs and bank board members. The workshop content was targeted to directors and chief

executive officers of banks in Jordan and was designed to enable participants to better understand the structure and role of boards of directors, committees, policies and procedures and the principles of accountability for the safe and sound operation of the bank. Participants learned what is required to comply with codes of ethics for effective corporate governance. As a follow on to the Bank Directors Handbook and the corporate governance workshop, the AMIR Program will assist the Central Bank in the preparation of regulatory guidelines on corporate governance.

636 Housing Finance.

636.05 Securitization Law.
The AMIR Program conducted a comprehensive review of Jordan's existing legislation related to asset-backed fixed-income securities. The AMIR Program will now work with the JSC, other Government of Jordan agencies as well as with industry to further clarify the legal changes required and draft the necessary laws and regulations. This will include workshops.

636.07 Issuing Bonds to Public.
Provide technical assistance on issuing JMRC bonds. By initiating a new program of issuing long-term, fixed-rate bonds for investment by a broad investor group including the general public, the JMRC will meet the primary lenders' critical need for longer, fixed rate funding sources, and the financial market's need for a stream of attractive investment instruments. These bonds will permit the JMRC to extend its mortgage loan refinance facility to the banks for periods of five, then seven years at fixed rates, permitting banks, in turn, to offer fixed mortgage interest rates to borrowers for corresponding periods.

The AMIR Program will support the JMRC in preparing for the issuance of these new bonds to the public, and will also assist in developing education and training programs related to investing in long-term JMRC bonds, and in housing finance generally.

636.08 DCA Guaranteed Bond.
Together with USAID/Jordan, the AMIR Program will assist in bringing to the market a long-term bond that would serve as a model for the development of long-term instruments. This may include assistance in the development of such an instrument, as well as assistance related to its public offering.

637 Municipal Finance.
The development of a municipal bond market will be valuable to Jordan's ability to finance local government projects through domestic capital. Technical assistance will include a workshop for municipal financial managers and assistance related to developing public offer of a municipal bond.

640 - 659 Financial Markets Industry Development.

644 Government Bond Market Development.
This will include a comprehensive program to develop the primary and secondary markets for bonds issued by the Government. This activity will be in close assistance with the U.S. Treasury Program in Jordan and entail technical assistance to develop the legal and licensing framework for primary dealers, a modern public debt department and open market operations. It will entail an extensive program of training to Central Bank staff and industry participants. It will also include development and implementation of a comprehensive investor education program.

650 Fixed Income Instruments Development.
The AMIR Program will provide technical assistance in developing fixed income instruments such as commercial paper and securitized instruments. This will include technical assistance related to issuance and marketing of these instruments, training and investor education. A workshop on corporate bonds and other fixed income instruments for issuers and market intermediaries will also be developed by AMIR in conjunction with the JSC.

660 - 689 Financial Markets IT Solutions.

664 Procurements.

664.09 CBJ WAN Network.
Procurement of the CBJ WAN equipment.

664.11 CBJ Bank Supervision Database.
Technical assistance related to design and development of a bank supervision database.

664.12 Credit Reporting Database.
Technical assistance related to design and development of the Central Bank credit reporting database.

VII.   ENHANCED COMPETITIVENESS INITIATIVE (ECI)

A.   INTRODUCTION

The goal of the Enhanced Competitiveness Initiative (ECI) is to enhance Jordan's national competitiveness through innovative, integrated public-private efforts focusing on priority challenges and leading to accelerated economic growth.

"Competitiveness" refers to Jordan's ability to create robust, sustained economic growth while improving the quality of life of its citizens by creating employment, raising income levels, and other means. Improving competitiveness involves encouraging investment, developing enterprise, promoting exports, upgrading human resources, and creating a favorable environment for doing business, all in an effort to improve the productivity of local firms. It is an ongoing process that requires focused, sustained, and coordinated national efforts.

Rather than creating an entirely new program, ECI will contribute to the improvement of national competitiveness by integrating existing AMIR Program activities in areas related to competitiveness, such as investment promotion, business development services, and business association development, in a way that will maximize their efficiency, effectiveness, and competitiveness impacts.

It is important to note that, as a new initiative, ECI is a work in progress. It is expected that ECI will continue to evolve as the AMIR Program progresses and discovers new ways to serve the needs of its partners.

B.   SPECIFIC ACTIVITIES

Business Associations and Jordan Vision 2020 Subcomponent (BA/JV)

The goal of the Business Associations and Jordan Vision 2020 (BA/JV) subcomponent is to strengthen the management skills and advocacy capacity of Jordan's private sector to effectively compete and succeed in the global economy. This will be achieved through enhancing private sector capacity to identify, create, and capitalize on opportunities within Jordan and in the global economy. Our work will proceed on the following three main tracks.

- Global Business Management Skills Development
- Business Associations Development
- Private-public Partnerships Support

Global Business Management Skills Development. Through grants, we will develop and strengthen the local institutional capacity of business associations to deliver business management skills training, and stimulate demand for such training to provide non-dues income and contribute to the associations' financial sustainability. Experts in their fields will be chosen to deliver training. The topics for the training will be based on market needs.

Business Associations Development. For Jordan's economy to grow rapidly, the private sector and business associations in particular must play an active role in promoting competitiveness,

productivity, efficiency, and diversification. They must also focus on delivering information and services that strengthen the skills of Jordan's workforce and spur private sector-led economic growth. We will work with up to 12 business associations and build their capacity to serve their members and contribute measurably to Jordan's economic development. Some associations have already been selected by USAID and additional ones will be selected based on their willingness to improve and potential to contribute to Jordan's economic development.

Institutionalization and sustainability are key factors for business associations' success. Therefore, building on already conducted diagnostic assessments of business associations, we will conduct and support capacity building programs through training workshops and limited, custom-tailored technical assistance for some associations. We will continue strengthening their organizational structures and encourage them to review and update their strategies and business plans and implement monitoring and evaluation methodology to ensure financial sustainability. We will continue to focus on areas such as leadership and succession plans; governance and advocacy; membership recruitment and retention; expanding the range of services offered to members; and marketing and communications.

Public-private Partnerships Support. As private sector managers improve their own management skills and associations enhance their services, we will continue to emphasize the unparalleled benefits of public-private partnerships. Not only do managers need to acquire skills to plan for their own companies, but the entire country (both the public and private sectors) needs to plan jointly for the future of Jordan. These partnerships must be supported and buoyed by business associations that are active and working together to continue to improve the fitness, adaptability, and productivity of Jordan's economy. One of the high-impact public-private partnerships that will receive our support is Jordan Vision 2020 (JV2020) Phase 2.0 in collaboration with the Ministry of Planning.

7201 – 7209 BA/JV Administration.

7204 Long-term Staff.

Brad Fusco, ECI component manager, will provide overall management, coordination, and oversight of ECI.

Randa Muasher, BA/JV subcomponent leader, will manage all aspects of BA/JV, including global business management skills development, business association development and grants assessment, and JV2020 Initiative support.

Evon Warwar, ECI program assistant, will provide administrative support focused on BA/JV. During the period of 1 October - 31 December 2004, Warwar will also provide administrative support to the Strategic Projects Graduate Business School and Tourism led by Ibrahim Osta. After 31 December 2004, at which time activities in the area of tourism and graduate business school will migrate from strategic projects under Osta to subcomponents under ECI, Warwar will also provide administrative support to the Tourism and Graduate Business School subcomponents.

7205 Short-term Staff.
Randa Qunsol will work in a short-term capacity as a financial management specialist, supporting the development and implementation of business association financial systems and controls, leading to financial sustainability.

A business management specialist will be hired to assist in monitoring and evaluation of the performance of business associations under grants, in order to increase our focus on results and transfer knowledge to business association executives as part of our exit strategy and thereby ensure organizational and institutional sustainability.

7230-7249 Business Association Development.

7230.1 Subcomponent Support.

BA/JV will provide assistance to BAs to develop internal systems and procedures facilitating their work and making it more effectively. We will also provide support to new staff through training package.

7231 Implement Accreditation Program.

7231.4 Strengthen Financial Sustainability.

BA/JV will work on developing assessment criteria for financial management and control of BAs (based on international best practices), that have a qualitative focus on procedures, controls, reports, methodology and implementation practices. The BAs will be assessed against these criteria to establish their current status and determine what needs to be done to achieve targeted levels of efficiency and effectiveness in their financial systems. The findings of the assessment and related recommendations will be presented to associations' boards, CEOs, and financial staffs. The BAs will then implement the recommendations and put the new systems into practice for a few months. Before the end of the planning period, we will reassess the BAs to evaluate their progress and achievements. This effort will provide business associations with self-assessment and monitoring procedures and tools to guide their performance after the AMIR Program concludes.

7233 Enhance Association Management Skills.

7233.4 Support Associations' Membership Development.

BA/JV will support BAs in membership recruitment and retention and generating non-dues income by conducting training workshops and providing on-site assistance to selected associations.

BA/JV will also review associations' current membership development practices and income generating activities and services. We will support development, execution of membership development campaigns, and expansion of services and programs through training and on-site assistance.

7233.5 Strengthen Associations' Public Policy Advocacy Skills.

Associations' executives and the AMIR Program have identified the need for improved public policy advocacy and specialized assistance in adopting advocacy agendas and implementing lobbying tactics. Building on the advocacy workshop conducted and technical assistance efforts to BAs provided in June 2004, we will conduct an advanced training on policy positions and give individualized technical assistance to equip BAs with the tools and skills required to practice effective advocacy, serve the interests of their members, and contribute to the development of an enhanced business environment.

7234 Strengthen Associations' Institutional Development.

7234.4 Deepen Associations' Understanding of Economic Development.

BA/JV will support an economic conference that will expose BAs to the latest trends and new approaches for prospering in the new global economy. The BAs will extend their new knowledge to their members, through provision of new services and expansion of existing services according to global trends, thus enhancing the competitive edge of Jordan's private sector.

7234.6 Develop Succession Strategy.

BA/JV will hire a human resource specialist to provide technical assistance to BAs in developing succession plans for their organizations and supporting their institutional sustainability.

7238 Develop World-class Association Executive Corps.

7238.2 Support Association CEOs to Attain International Association Management Certification.

BA/JV will continue to support the certification program for BA executives in cooperation with the American Society of Association Executives (ASAE) to help Jordanian associations achieve international standards of operation. The program is divided into three main stages totaling 75 credit hours. First, 15 participants will take the Academy Course, worth 33 hours, in specialized associations training. Second, participants will take the three-month, online Certified Association Executives preparatory course, worth 20 credit hours, which covers best practices in decision-making. The third stage is the certification examination, to be conducted by ASAE in May 2005, for which five to seven participants will be eligible based on the qualifications, experience, and the training pre-requisites.

7250-7253 Jordan Vision 2020 (JV2020).

7252 Achieve Economic Consensus Strategy via JV2020.

7252.1 Support JV2020 Development.
BA/JV will contract an expert strategist to revise the JV2020 phase 2 document and ensure that the national strategy is presented according to international best practice.

7290-7295 BA/JVGrants.

7290 BA/JV Grants.
To encourage BAs to continue to build their capacity and strengthen their organizational development in order to improve their operation, performance, institutional and financial sustainability, BA/JV will make a number of grants available.

BA/JV will continue to manage and monitor progress under PDGs already awarded to the American Chamber of Commerce in Jordan, the Young Entrepreneurs Association (YEA), the Amman World Trade Center, and the Jordan Intellectual Property Association. In addition, we expect a PDG application from the Jordan Forum for Business and Professional Women to support them in expanding their scope beyond micro-entities and service the small- and medium-size enterprises and professional women. These grants will also support the development, implementation, and promotion of the American-Jordanian Expo and the Entrepreneur Forums, as well as the expansion of association services to governorates and increased participation of women and executive training. Support to other initiatives will be considered as appropriate.

JV2020 grants will be given to different associations representing selected sectors that contribute to JV2020's GDP target (e.g. food, agriculture, engineering and architectural services, medical tourism services, and management consultancy) for the development of sectoral strategies and plans for implementation. These will be small or mini grants, covering up to 50 percent of the cost of developing the strategies, as the main players of each sector will contribute 50 percent as indication of their commitment.

Grant support to YEA for the National Coordination Unit (NCU), hosted at YEA, will continue until December 2004. The NCU plays a role in JV2020 coordination, administration, and technical assistance on the process of developing sectoral strategies.

Exit Strategy.

Management Skills Development.
Building the capacity of BAs and their boards, executives, and staffs will happen through two routes. The first route, through training in management, governance, and advocacy, will be the domain of Excellence, Inc. This route can also be adopted by one or more associations and applied through income generating activities. For the second route, ECI will provide BAs with grants to use to conduct trainings (e.g. in knowledge management and performance monitoring) which build industry capacity and enhance competitiveness.

BA/JV will also continue to help BAs build their capacity to conduct trainings. We will continue to help associations build both national and international databases of capable and experienced consultants who can deliver training based on needs assessments of members, as well as assist them in leveraging good relations with international, and especially U.S., counterparts who can provide information, knowledge, best practices, and sources of capable consultants.

Business Association Development.

Financial Sustainability. We will develop tailor-made procedures, controls, and monitoring systems for BAs. We will also develop financial manuals that business associations can update continuously. We will give association staff comprehensive practical training and the opportunity to practice new systems under supervision for a period of time.

We will also help the BAs develop executives membership packages and non-dues income generating activities.

Institutional Sustainability. To help BAs achieve institutional sustainability, ECI will support the development of succession strategies for staff and boards that allow them to preserve organizational memory and build on previous success. ECI will also provide training to support the BAs' efforts to adopt international performance standards and achieve certification.

Grants.
We will monitor closely the achievement of results and milestones under grants to ensure that knowledge, practices, and procedures are being transferred and help BAs develop proper monitoring procedures.

JV2020.
This has two major components. First, the coalition will become responsible for supporting the NCU financially, having created sufficient interest at the decision-making level. Second, trained Jordanian consultants will run the process of developing strategies for emerging sectors. We will explore the possibility of institutionalizing JV2020 as a national competitiveness council or similar private sector advisory body, depending on government progress in establishing the JIC.

Business Development Services Subcomponent (BDS)

Critical to the success of microenterprise development is the availability of business services catering to small and start-up businesses. Facilitating the availability of these services requires promoting fee-for-service business services as well as creating market opportunities and linkages for microenterprises to maximize their efficiency and increase the demand for financial and non-financial services. The BDS subcomponent will work through the grants program, and primarily with the Women's Access for Entrepreneurship Development and Training (WAEDAT) Program, and the Turath Empowerment program. We will also design and implement a small-scale enterprise development program.

7301 – 7309 BDS Administration.

7304 Long-term Staff.
Brad Fusco, ECI component manager, will provide overall management, coordination, and oversight of ECI.

Suhair Khatib, BDS subcomponent leader, will manage all aspects and oversee the ongoing development and implementation of the BDS program of work and the National Linkages Program (NLP) support scheme.

Muna Dahdaleh, ECI program assistant, provides administrative support focused on the IVP and BDS subcomponents. During the period of 1 October - 31 December 2004, Dahdaleh will also provide administrative support to the Microfinance Strategic Project led by Terri Kristalsky.

7330 – 7349 Business Development Services.

7337 Women's Access to Entrepreneurial Development and Training Program (WAEDAT).
The flagship support to BDS programming is the development of a comprehensive and holistic entrepreneur program for women. Based on the recommendations of a feasibility study, WAEDAT provides women entrepreneurs with the skills necessary to start, run, and manage a successful business.

7337.1 U.S. Subcontract.
The U.S. consortia comprised of Making Cents and Shore Bank will continue to give technical support to the Jordanian Partners, Consolidated Consultants, and the Jordan Hashemite Fund for Human Development to ensure the adequate implementation and sustainability of the WAEDAT program.

Technical assistance includes the following:

- Design monitoring and evaluation (M&E) and quality control plan
- Develop fundraising plan
- Develop sustainability plan
- Conduct core team leadership training
- Develop a WAEDAT participant mentorship program
- Conduct training-of-trainers (TOT) for sub-sector trainers
- Develop strategies for recruitment and training of volunteers
- Support the development and implementation of M&E plan
- Evaluate and re-design training cycle
- Training of advisors follow-up
- Develop business linkages strategies
- Train core team on how to conduct sub-sector analysis
- Identify and address challenges faced by women in business
- Conduct open space technology workshop

7339 National Linkages Program.
Creating of backward linkages is key to realizing the significant growth in incomes and employment that can result from large investments. By helping local companies meet the quality standards, delivery schedules, and volume requirements of large, exporting firms, Jordan can increase the international competitiveness of its small- and medium-sized enterprises.

In fiscal year 2004, IVP established the NLP, based on the successful Irish model, in order to foster such backward linkages in Jordan. NLP is a component of JUMP, an independent, public institution that itself was recently established under the MIT to build the capacity and capability of Jordanian enterprises. At the same time, BDS explored the feasibility of including microenterprises in the formation of backward linkages.

In fiscal year 2005, management of AMIR Program activity in the area of backward linkages will be consolidated and managed by BDS in an effort to maximize efficiency. While the administrative center of gravity for this activity is shifting, it is important to note that IVP, which has played a leading role up to this point, will remain closely involved.

BDS will provide NLP will comprehensive technical assistance and financial support to help it become fully operational according to international best practices by the end of the fiscal year.

7339.1 Staff Support.
BDS will provide NLP with salary support for three key positions: Program Manager, Program Executive for small- and medium-sized enterprise, and Program Executive for microenterpsie. These staff members will be hired with the understanding that they will be absorbed by JUMP at the end of the program start-up phase, when BDS support concludes.

7339.2 Capacity Building.
BDS will help the NLP become operational by assisting with the determination of structure, policy, and standard operating procedures, as well as with the development of a target-driven work plan and budget. In addition, BDS will train the NLP manager and staff in key areas related to the creation of backward linkages, both through in-country sessions with international experts and a study tour to Ireland to observe the international best practices of the Irish model. Finally, BDS will provide the NLP manager and staff with ongoing mentoring to ensure successful program operation and knowledge transfer.

7339.3 Procurements.
BDS will provide NLP with the financial support to procure the physical infrastructure required for its successful operation, including office space design, office preparation, office equipment, office furniture, computer hardware, off-the-shelf computer software, and a program vehicle.

7339.4 Communications Support.
BDS will develop a communications strategy on behalf of NLP, as well as provide JIC with the financial and technical support required to implement it.

7339.5 Information Systems.
BDS will design and develop an enterprise database on behalf of NLP to facilitate the matching of supply-and-demand opportunities for backward linkages. This database will build on the business-to-business database already developed and successfully deployed by the Jordan Micro Credit Company through an AMIR Program grant.

7380 – 7389 General Training.

7380 General Training.

7380.7 Event Management: Audio Visual Training Program.
The objective of this training is to introduce best practices in acquiring and installing audio-visual equipment used in events, and enhance event managers' ability to supervise with vendors. The training will be offered to BDS providers and facilitators, including the WAEDAT and Turath Empowerment teams.

7380.8 Contracting Event Management Companies: Criteria and Process.
The objective of this training is to introduce the selection criteria and process for outsourcing event management services. The training will be offered to BDS providers and facilitators, including the WAEDAT and Turath Empowerment teams.

7380.9 Event Management: Protocol and Seating Plans Training Program.
The objective of this training is to introduce protocol and seating plans to event managers. The training will be offered to BDS providers and facilitators, including the WAEDAT and Turath Empowerment teams.

7390 – 7395 BDS Grants.

7391 BDS Grants.

7391.2 WAEDAT Jordanian Grant.

WAEDAT core, sub-sector, and cross-sector trainings (a total of 30 events), and other WAEDAT activities, including networking workshops (a total of 10), will be conducted in the following four governorates: Greater Amman, Irbid, Zarqa and Madaba.

WAEDAT main activities include the following:

- Training (TOT/participants)
- Advising (TOT/participants)
- Mentoring
- Networking
- Referrals

7391.4 BDS-Seven Dimensions Company.

Seven Dimensions will conduct the ICT, marketing, and product development training programs (a total of 13), as well as networking workshops (a total of three) in four governorates: Greater Amman, Irbid, Jerash, and Zarqa. The training will be conducted by selected Jordanian trainers. Training modules will be designed by U.S. experts and TOT will be held for each area, with the exception of ICT, to ensure the transfer of knowledge to the Jordanian trainers.

7391.4 BDS-Other Grants Proposed.

BDS will continue its efforts to encourage BDS providers/facilitators to apply for grants. Each proposal will be evaluated on its own merit and for its relevance to the ECI goals.

7396 – 7398 Cross Cutting Activities.

Communications Strategist and Implementation Coordinator. ECI will contract a Communications Strategist and Implementation Coordinator on a short-term basis to design and oversee the implementation of communications strategies supporting various ECI initiatives, such as the National Linkages Program, investment incentives reform, and business licensing and registration.

Investment Promotion Subcomponent (IVP)

The Investment Promotion (IVP) subcomponent assists the government of Jordan to improve Jordan's national competitiveness by delivering international best practice solutions to improve the structures and capacities of key government institutions, as well as the environment in which companies do business.

The work of IVP is motivated by the fact that the orientation of the Jordanian economy has changed rapidly and radically over the past four years. Jordan acceded to the World Trade Organization (WTO) in April 2000, liberalizing trade and opening Jordan's economy to international competition. In December 2001, the Jordan-U.S. Free Trade Agreement came into effect, permitting virtually free trade between Jordan and the United States by 2010. In May 2002, the Jordan-European Union Association Agreement came into effect, which accomplishes the same between Jordan and the European Union by 2014. Jordan is now a full-fledged member of the global economy. Jordan can reap tremendous benefits from its participation in that global economy, but only if the Kingdom succeeds in keeping up with the fast pace and meeting the demands of knowledge, agility, and focus. Jordan requires a new national effort to take advantage of the opportunities and respond to the challenges presented by this new strategic direction in economic policy.

In 2001, in response to this need and at the recommendation of the Economic Consultative Council, His Majesty King Abdullah II created the Investment Task Force to consider options for refocusing Jordan's activities in the field of investment and trade promotion, as well as for restructuring the entities charged with carrying out those activities. The Task Force commissioned a study to examine international best practices in this field and considered successful organizational models already

functioning in Costa Rica, Malaysia, Ireland, and Singapore. These organizations all shared several common features, including a prominent role for the private sector in establishing policies and strategies, the employment of private sector management techniques, and the coordination of functions, operations, and messages across stakeholders. The task force recommended the Irish Forfás model as that best suited to Jordan's needs. In turn, King Abdullah created the Investment Committee to develop a plan for rapid and effective implementation of the Forfás model in Jordan.

In fiscal year 2002, IVP provided the Investment Committee with comprehensive support to develop that plan, including a study tour to Ireland for committee members and advice from a variety of Irish and Jordanian experts. This plan was completed and submitted in July 2002. It called for the creation of a new entity, the Jordan Authority for Enterprise Development (JAED), as well as substantial reform of relevant existing entities, namely the Jordan Investment Board (JIB), the Jordan Export Development and Commercial Centers Corporation (JEDCO), and the Jordan Industrial Estates Corporation (JIEC). Inspired by the name of its lead agency, this plan became known as the JAED Initiative.

In fiscal year 2003, IVP focused on establishing the institutional and legal framework for the JAED Initiative. First, IVP provided extensive policy and legal support to the Minister of Industry and Trade to develop five draft laws relating to the JAED Initiative, culminating with the passage of the laws on 16 June 2003. Second, IVP worked together with the management of JIB, JEDCO, and JIEC to prepare their organizations for the fulfillment of new roles. Third, IVP prepared strategies for JAED, JIB, and JEDCO for immediate implementation from the beginning of their new roles, including *The 2002 Investor Roadmap of Jordan, Jordan Investor Targeting Strategy 2003,* and *JEDCO Export Promotion Strategy 2004.*

In July 2003, His Excellency Dr. Salah Al Bashir, the sponsor of the JAED legislative package and the champion of the JAED Initiative, was replaced as Minister of Industry and Trade by His Excellency Dr. Mohammad Abu Hamour. Dr. Abu Hamour took the first steps towards implementing the JAED Initiative along the course charted by Dr. Al Bashir, including appointing the new JEDCO board of directors and advertising the JEDCO CEO position, before he, too, was replaced as Minister of Industry and Trade by His Excellency Dr. Mohammad Halaiqa in October 2003. Unlike his immediate predecessor, Dr. Halaiqa is intent on changing the course charted by Dr. Al Bashir. He expressed displeasure with the four institutional laws that were passed supporting the JAED Initiative, claiming that they are inconsistent with what had been discussed early in the development process, inconsistent with the Irish model, and unfeasible in Jordan. He expressed his intention to repeal those four laws, nullifying the institutional framework that was created, and replace them with a new law creating a new institutional framework.

In fiscal year 2004, based on these events, IVP focused on the development of a draft law for the Jordanian Investment Commission (JIC), the unified entity envisioned by the minister to replace the constellation of JAED institutions (i.e. JAED, JIB, JEDCO, JIEC) established by the current legislation. In developing this draft law, IVP has endeavored to satisfy the minister's primary interest (i.e. a unified entity for all matters related to investment), while maintaining as many of the international best practices introduced by the current legislation as possible (e.g. private sector involvement, dedicated policy and strategy function, coordination, monitoring and evaluation).

It is expected that the minister will finalize this draft law, request that Parliament reject the four current institutional laws supporting the JAED Initiative, and submit the new draft law to Parliament for passage in the coming months. As a result, IVP intends to focus its effort and resources in fiscal year 2005 on the establishment of the JIC. IVP will provide the government with a comprehensive program of technical assistance to support the creation of the JIC, including the transition of JIB, JEDCO, and JIEC to their new roles. IVP will also support the studies unit, as well as the investment, export, and infrastructure divisions in activities that will produce immediate, visible, and meaningful results, in order to win credibility for the JIC with both private and public sectors by demonstrating its effectiveness.

IVP intends to focus its activities in fiscal year 2005 on the initial implementation of the JIC, as it received strong indications towards the end of fiscal year 2004 that the minister intends to move forward in this area directly. It is important to note, however, that the majority of IVP program activity does not depend on the implementation of the JIC. If the JIC is not implemented, IVP must still support JIB, JEDCO, Jordan Upgrading and Modernization Program (JUMP), and other stakeholders in areas of investment promotion, export promotion, backward linkages, and the improvement of the enabling environment, in order to achieve its results and indicators.

7501 – 7509 IVP Administration.

7504 Long-term Staff.
Brad Fusco, ECI component manager, will provide overall management, coordination, and oversight of ECI.

The position of IVP subcomponent leader, formerly held by Fusco, was vacant at the time of writing. It is expected that the position will be filled by the beginning of the fiscal year on 1 October 2004.

Muna Dahdaleh, ECI program assistant, provides administrative support focusing on the IVP and Business Development Services (BDS) subcomponents. During the period of 1 October - 31 December 2004, Dahdaleh will also provide administrative support to the Strategic Project Microfinance led by Terri Kristalsky.

7510 – 7529 Investment Promotion.

7510 IVP Subcomponent.
Investment Reform Specialist and Coordinator. IVP will contract an Investment Reform Specialist and Coordinator on a short-term basis to assist the IVP subcomponent leader in coordinating and executing the expected high volume of technical assistance to government related specifically to the implementation of investment promotion institutional reform.

7511 Support to JAED/Jordanian Investment Commission.
IVP will provide the government with the comprehensive support required to establish the JIC, with the target of having the organization fully operational by the end of the fiscal year. Following is a description of the expected elements of that support.

7511.1 Legal Support.
IVP will provide legal support to the Minister of Industry and Trade in the development and passage of the JIC draft law, as well as the development and passage of regulations governing its personnel, financial affairs, and procurement.

7511.2 Board Composition and CEO Selection.
IVP will advise the Minister of Industry and Trade on both the selection of private sector representatives for the JIC board of directors, as well as the selection of appropriate leaders (e.g. chief executive officer, divisional managers), in such a way that is consistent with international best practices.

7511.3 Strategic Planning.
IVP will provide the JIC board of directors with the technical assistance to guide it through its first strategic planning process, including consultation with business and government communities; the definition of vision, mission, and objectives; the development of action plans, organizational structures, schedules of required capacity building, and budgets; and the approval of regulations governing personnel, financial affairs, and procurement.

7511.4 Human Resource Support.

IVP will provide the JIC CEO and human resources manager with the technical assistance required to recruit appropriate personnel to achieve the objectives and realize the organizational structure established by the JIC board of directors in its strategic planning exercise.

7511.5 Communications Support.

IVP will develop a communications strategy on behalf of JIC (based largely on Communications Strategy for the Jordan Authority for Enterprise Development (JAED) Reform, which was developed in 2003 by IVP and the AMIR Program Communications Department), as well as provide JIC with the financial and technical support required to undertake the activities that it recommends. These activities will seek to (1) position JIC as an important component of the Kingdom's ongoing effort to strengthen Jordan's economy and improve the standard of living of all Jordanians, (2) highlight the fundamental role of JIC in making Jordan globally competitive for investment and trade, (3) achieve organizational buy-in to the new JIC framework and a commitment to effectively implement its accompanying changes, and (4) clearly explain the details of the new framework to the appropriate stakeholders in the public and private sectors, including the changes that it will involve, the opportunities that it will present, and the benefits that it promises.

7511.6 Organizational Development.

IVP will benchmark JIC and its divisions against international best practices, as represented by its counterpart entities in the Irish model: Forfás, IDA Ireland, and Enterprise Ireland. This benchmark analysis will serve as the basis for the subsequent development of operating procedures, as well as capacity building.

7511.7 Capacity Building.

Based on the needs identified by the benchmark analysis, IVP will provide JIC with the training required to build its capacity in priority technical areas. IVP will also take the JIC CEO and key senior managers on a study tour to Ireland to observe the international best practices of the Irish model.

7511.8 Private-public Advisory Councils.

IVP will provide JIC with the technical assistance required to establish private-public advisory councils, similar to Ireland's National Competitiveness Council and Executive Committee on Future Skills Needs. These councils will improve JIC's effectiveness by creating a formal, institutional link between the public and private sectors on key economic issues.

7512 Investment and Export Development Research and Policy.

In fiscal year 2004, IVP undertook a major study to recommend a new program of national investment incentives, on behalf of the Minister of Finance and the Minister of Industry and Trade, to serve as the basis for a regulation under Interim Law No. (68) for the Year 2003: The *Investment Law*. The recommended program, which is based on international best practice, promises to be more effective and efficient than those offered currently, maximizing investment in appropriate sectors while minimizing foregone government revenue and avoiding costly distortions. The recommended program has been accepted by the ministers as well as a group of leading stakeholders.

In fiscal year 2005, IVP intends to complete its work in the area of investment incentives by providing the government with the comprehensive support required to implement the recommended program. Following is a description of the expected elements of that support.

Capital Goods Guideline. IVP will assist the Ministry of Finance (MOF), especially the Customs Department, and the Ministry of Industry and Trade (MIT), especially JIB, to develop and publish a guideline identifying those goods that qualify as capital goods and are thus eligible for duty-free import.

Dispute Resolution Mechanism. IVP will assist the MOF (especially the Customs Department) and the MIT to develop and implement a transparent, equitable, and efficient mechanism whereby

investors importing capital goods can resolve disputes with the Customs Department regarding the decisions it makes about the nature of imported goods (i.e. capital or non-capital goods).

Expense Election Determination. IVP will assist the MOF (especially the Income Tax Department) and the MIT to determine an appropriate level for the small- and medium-sized enterprise expense election on capital investment offered by the recommended program of investment incentives.

Income Tax Department Training. IVP will provide the Income Tax Department with the training to process tax returns claiming the 20% accelerated depreciation and small- and medium-sized enterprise expense election offered by the recommended program of investment incentives.

JIB Training. IVP will provide JIB with the support that it requires to promote the conditions and benefits of the recommended program of investment incentives accurately and effectively.

Public Awareness Campaign. IVP will assist the MOF (especially the Customs Department) and the MIT (especially JIB) in publicizing the conditions and benefits of the recommended program of investment incentives accurately and effectively.

In fiscal year 2004, PSPI collaborated with MEI and ICTI to implement two pilot projects to improve the licensing process for establishing and operating a business at the municipal level. These projects have resulted in more simple and rapid procedures in priority business areas at both the Wadi Seer municipality (part of the Greater Amman Municipality) and the Madaba municipality. They have also yielded a municipal licensing reform model that can be replicated in other locations. At the same time, IVP designed a similar project to improve the licensing process for establishing and operating a business at the ministerial level.

To maximize efficiency, in fiscal year 2005 management of AMIR Program activity in the area of business registration and licensing will be consolidated and managed by IVP. While the administrative center of gravity for this activity is shifting, it is important to note that other components which played a leading role up until this point, will remain closely involved.

IVP intends to undertake a pilot project to improve the licensing process to establish and operate a business at the ministerial level. This project will be undertaken in collaboration with the JIB One-Stop Shop and focus on the licensing of investments in the manufacture of food and beverages. Upon the completion of this pilot project, IVP will roll out a comprehensive municipal and ministerial licensing reform process to priority areas.

7513 Investment and Export Promotion.

7513.1 Support to Jordan Investment Board (JIB).
IVP intends to support JIB in developing a new package of promotional materials, based upon the strategy suggested by Jordan Investor Targeting Strategy 2003, which IVP completed in fiscal year 2003, as well as the subsequent investment promotion strategies in the garments, pharmaceuticals, information and communications technology (ICT), and tourism sectors, which IVP completed in fiscal year 2004. This support will include the generation of content and the design of materials.

IVP intends to assist JIB in pursuing its interest in establishing representation offices abroad, in order to undertake direct marketing for incoming investment within priority target markets. As is the case with the development of promotional materials, this work will be based upon the strategy suggested by *Jordan Investor Targeting Strategy 2003,* which IVP completed in fiscal year 2003, as well as the subsequent investment promotion strategies in the garments, pharmaceuticals, ICT, and tourism sectors, which IVP completed in fiscal year 2004. This assistance will include the development of a detailed project proposal, including expected costs and benefits.

7515 Trade and Investment Information System.

Currently, one of the greatest obstacles to effective policy-making (and subsequent performance) in the area of trade and investment is the fact that relevant information is difficult to obtain and often inaccurate. A variety of different entities, such as the MIT, JIB, JEDCO, JIEC, the Free Zones Corporation, the Customs Department, the Ministry of Labor, the Department of Statistics and the various chambers of industry and commerce, collect data relevant to trade and investment. There are a number of significant problems, however, with using this data. First, the quality of the data collected within some of the entities is poor. Second, the entities collect data for their own individual purposes in isolation from one another, resulting in a lack of standardization and consistency across the entities, as well as lost synergies. Finally, the databases of the various entities are not linked in any way, making it difficult to exchange information.

If Jordan's investment promotion and enterprise development entities are to perform at the level of international best practice, accurate and timely data with which to make effective policy decisions must be available. In fiscal year 2004, IVP (in collaboration with ICTI) took the first steps towards creating an integrated trade and investment information system to accomplish this. These steps have included the completion of a pilot project with a sample data set from sample entities. This pilot project has revealed the issues involved in developing an integrated trade and investment information system, proven the benefits of the concept (i.e. a "proof of concept"), and yielded both a replicable data governance structure and a detailed project plan for post-pilot implementation.

In fiscal year 2005, IVP (in collaboration with ICTI) intends to complete the development of the integrated trade and investment information system by rolling out the model developed in the course of the pilot project.

While the pilot project has focused largely on the technical issues of data governance and interoperability, IVP intends to expand the scope of the project in the coming year by addressing the related issue of data availability and quality. It intends to do this by first defining the business requirements for trade and investment data across entities and in accordance with international best practice, performing a gap analysis by comparing those requirements with the data currently available, and closing priority gaps through focused interventions. For example, IVP expects to work together with JIB to develop a new survey tool to address the urgent need for more accurate investment and employment data. JIB currently estimates investment on the basis of investment incentive approvals and employment on the basis of estimated investment. As corroborated by previous AMIR studies, these estimates are often highly inaccurate, making it difficult to determine current levels of investment and employment, let alone evaluate and improve JIB's own performance. It is expected that a focused survey tool will dramatically improve this situation. The data collected from such a survey will increase the value of the integrated trade and investment information system by making high-quality, relevant data available through it.

7596 – 7598 Cross Cutting Activities.

ECI Internal Planning. The ECI component manager will hold periodic workshops with staff to build the new ECI team and ensure the successful transition to the new ECI structure. A series of weekly meetings will supplement these workshops. Biweekly meetings involving all team members for the purposes of general progress reporting and coordination will alternate with biweekly meetings involving subcomponent leaders for the purposes of discussing budget and planning issues in detail.

Annex A

Work Plan Gantt Charts

General Administrative

Strategic Projects
GBS and Tourism

Strategic Project
Microfinance

ICTI

PSPI

FMD

ECI

Annex B

Financial Projections
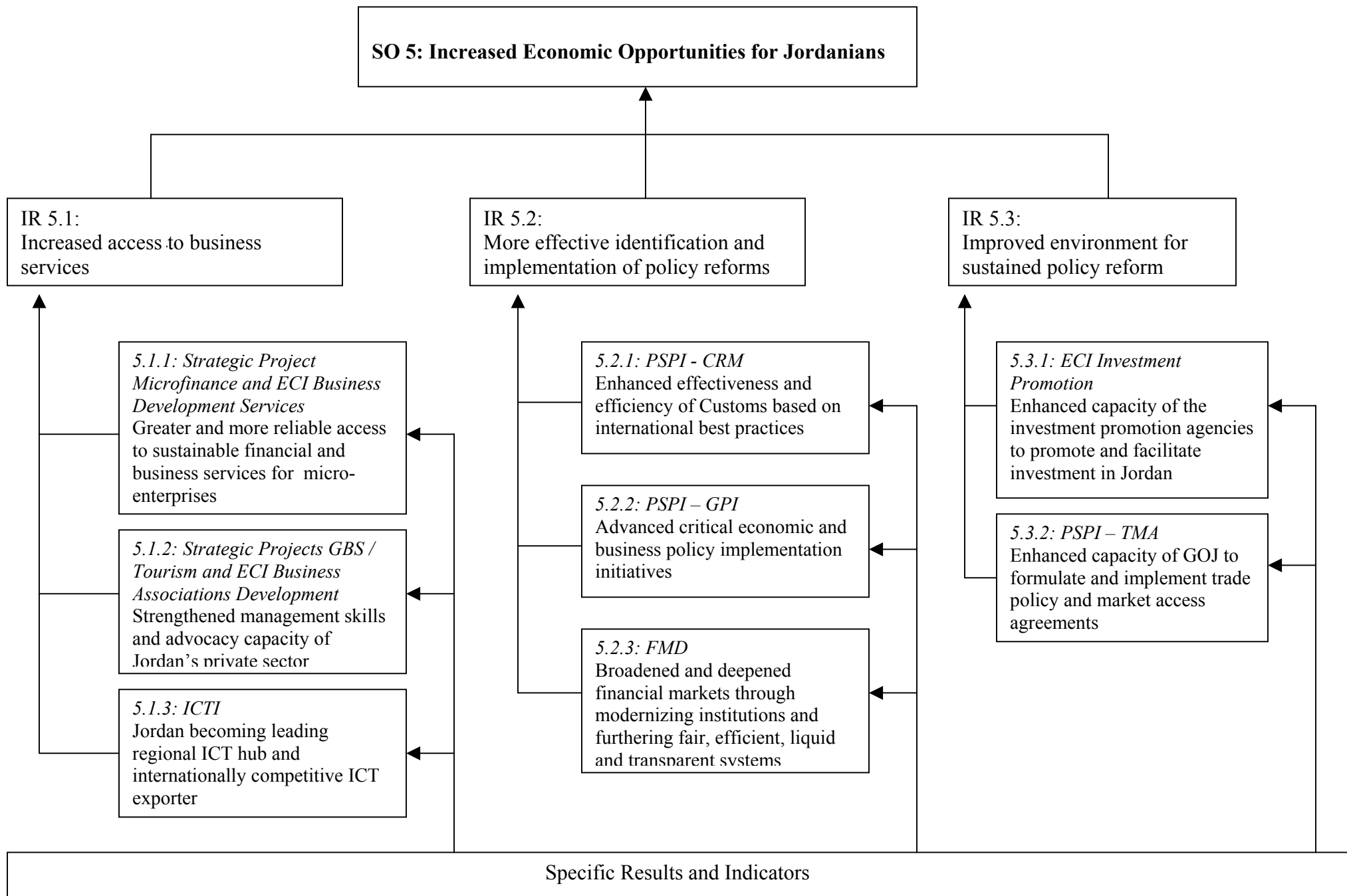
Financial Projections for Work Plan 2005

Technical Components*	2004			2005						July (End of Base Period)	TOTAL
	October	November	December	January	February	March	April	May	June		
200 Strategic Projects: Tourism and Graduate Business School	$324,906	$311,131	$344,171								980,207
300 Strategic Project: Microfinance	$104,926	$220,462	$216,325								541,713
400 Information and Communications Technology Initiative (ICTI)	$623,202	$1,052,759	$1,056,640	$934,455	$725,715	$487,411	$404,950	$281,349	$292,665	$211,616	6,070,762
500 Private Sector Policy Initiative (PSPI)	$490,024	$548,312	$523,581	$482,387	$462,105	$483,288	$610,396	$520,811	$715,736	$580,674	5,417,313
600 Financial Market Development (FMD)	$392,410	$279,706	$183,183	$204,340	$268,614	$320,229	$289,719	$287,284	$216,303	$193,938	2,635,726
700 Enhanced Competitiveness Initiative (ECI)	$468,046	$572,353	$695,684	$1,253,875	$962,278	$761,997	$735,712	$668,707	$550,029	$235,998	6,904,678
Grand Total	2,403,513	2,984,723	3,019,583	2,875,057	2,418,711	2,052,925	2,040,778	1,758,151	1,774,733	1,222,225	22,550,399

*These are estimated financial projections. The invoice will differ depending on billing cycle and actual costs of items.

Annex C

Results Framework and Results and Indicators

AMIR 2.0 Results Framework

SO 5: Increased Economic Opportunities for Jordanians

IR 5.1:
Increased access to business services

IR 5.2:
More effective identification and implementation of policy reforms

IR 5.3:
Improved environment for sustained policy reform

5.1.1: Strategic Project Microfinance and ECI Business Development Services
Greater and more reliable access to sustainable financial and business services for micro-enterprises

5.1.2: Strategic Projects GBS / Tourism and ECI Business Associations Development
Strengthened management skills and advocacy capacity of Jordan's private sector

5.1.3: ICTI
Jordan becoming leading regional ICT hub and internationally competitive ICT exporter

5.2.1: PSPI - CRM
Enhanced effectiveness and efficiency of Customs based on international best practices

5.2.2: PSPI – GPI
Advanced critical economic and business policy implementation initiatives

5.2.3: FMD
Broadened and deepened financial markets through modernizing institutions and furthering fair, efficient, liquid and transparent systems

5.3.1: ECI Investment Promotion
Enhanced capacity of the investment promotion agencies to promote and facilitate investment in Jordan

5.3.2: PSPI – TMA
Enhanced capacity of GOJ to formulate and implement trade policy and market access agreements

Specific Results and Indicators

Actuals and Targets are CUMULATIVE unless noted otherwise

Final September 14, 2004

Result	Indicator	Data Source	Frequency	Baseline	2003 Actuals Q2 2003	Actuals Q3 2003	Actuals Q4 2003	2003 Target Dec 31, 2003 Per Apr 11, 2003	2004 Actuals Q1 2004	Actuals Q2 2004	2004 Target Dec 31, 2004 Per Mar 8, 2004	Revised Per Sep 8, 2004	2005 Target Jul 31, 2005 Per Mar 8, 2004	Revised Per Sep 8, 2004	2006 Final Target Jul 31, 2006 Per Mar 8, 2004
Business Associations and Jordan Vision 2020															
1. Strengthened global business management skills among Jordanian executives	# of business executives trained in competitive practices as result of AMIR assistance and grants	Business associations records	Quarterly	0 (Feb 1, 2002)	244	591	1,037	150	1,637	1,855	1,837		2,837		4,037
2. Enhanced global business management skills among Jordanian companies	# of companies trained in competitive practices as a result of AMIR assistance and grants	Business associations records	Quarterly	0 (Feb 1, 2002)	128	262	356	50	735	843	706		1,106		1,606
3. Strengthened associations' capacity to design and conduct executive training work shops	# of for-fee training programs conducted throughout calendar year by associations	Business associations records	Quarterly	0 (Jan 1, 2002)	18	33	50	8	58	76	100		160		230
4. Financial viability of associations	% of operating costs covered by revenues other than grants	Business associations records	Annually				`								
	(a) JABA			79% (Dec 31, 2003)	annual	annual	79%	50%	annual	annual	80%		90%		100%
	(b) intaj			30% (Dec 31, 2003)	annual	annual	30%	65%	annual	annual	70%		90%		100%
	(c) JIPA			43% (Dec 31, 2003)	annual	annual	43%	50%	annual	annual	60%		80%		100%
	(d) JEA			67% (Dec 31, 2003)	annual	annual	67%	30%	annual	annual	70%		80%		100%
	(e) YEA			62% (Dec 31, 2003)	annual	annual	62%	70%	annual	annual	75%		85%		100%
	(f) AWTC			5% (Dec 31, 2003)	annual	annual	5%	80%	annual	annual	85%		90%		100%
	(g) JAPM			24% (Dec 31, 2003)	annual	annual	24%	50%	annual	annual	60%		80%		100%
	(h) IMC			123% (Dec 31, 2003)	annual	annual	123%	n/a	annual	annual	70%		80%		100%
5. Increased business association paid membership	# of paying members increased in supported associations	Business associations records	Annually												
	(a) JABA			138 (Dec 31, 2002)	annual	annual	301	n/a	annual	annual	487		597		706
	(b) intaj			116 (Dec 31, 2002)	annual	annual	53	n/a	annual	annual	175		182		192
	(c) JIPA			93 (Dec 31, 2002)	annual	annual	98	n/a	annual	annual	250		275		300
	(d) JEA			114 (Dec 31, 2002)	annual	annual	110	n/a	annual	annual	120		190		260
	(e) YEA			130 (Dec 31, 2002)	annual	annual	131	n/a	annual	annual	412		527		850
	(f) AWTC			36 (Dec 31, 2002)	annual	annual	102	n/a	annual	annual	200		250		350
	(g) JAPM			12 (Dec 31, 2002)	annual	annual	12	n/a	annual	annual	14		14		14
	(h) IMC			79 (Dec 31, 2002)	annual	annual	125	n/a	annual	annual	155		170		185
6. Enhanced private sector advocacy capacity	(1) Jordan Vision 2020 coalition revived	BMI team and business associations	Quarterly	(1) Jordan Vision 2020 coalition revived (Dec 31, 2002)	(2)	(2)	(2)	(2) JV 2020 update strategy developed	(2)	(2)	(3) 10 private sector-led planning workshops held		n/a		(4) Final JV 2020 strategy produced (Dec 31, 2005)
	(2) JV 2020 update strategy developed														
	(3) 10 private sector-led planning workshops held														
	(4) Final JV 2020 strategy produced														
Business Development Services															
1. Cost recovered for advisory and training services	% of costs recovered for advisory and training services per product per provider	BDSO records	Quarterly					10%							n/a
	(a) JABA/SIYB			2.5% (Sep 1, 2003)	n/a	n/a	4.35%	n/a	5.18%	3.26%	5%		7%		10%
	(b) JMCC B2B			0 (Sep 1, 2003)	n/a	n/a	10.50%	n/a	14.3%	14.3%	25%		35%		50%
2. Increased usage of BDS by micro and small entrepreneurs	(a) JABA/SIYB: # entrepreneurs trained	BDSO records	Quarterly	998 (Sep 1, 2003)	n/a	n/a	1,079	n/a	1,266	1,469 (274 men; 1,195 women)	1,500		2,000		2,750
	(b) JABA/SIYB: % women trained	BDSO records	Quarterly	82.26% (Sep 1, 2003)	n/a	n/a	82.85%	n/a	81.75%	81.35%	>50%		>50%		>50%
	(c) JMCC B2B: # entrepreneurs purchased TA	BDSO records	Quarterly	0 (Sep 1, 2003)	n/a	n/a	107	n/a	133	133	300		550		1,000
	(d) JMCC B2B: % women purchased TA	BDSO records	Quarterly	0 (Sep 1, 2003)	n/a	n/a	32%	n/a	25.5%	25.5%	>40%		>40%		>40%

				Baseline											Final Target
	(e) YEA: # hits on entrepreneur website	BDSO records	Quarterly	0 (Sep 1, 2003)	n/a	17,273	102,731	n/a	188,284	233,976	300,000		400,000		800,000
	(f) YEA: # unique visitors	BDSO records	Quarterly	0 (Sep 1, 2003)	n/a	303	1,909	n/a	3,965	5,208	7,500		10,000		15,000
	(g) WAEDAT: # of entrepreneurs trained [1]	BDSO records	Quarterly	0 (Sep 1, 2004)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	108	n/a	216	n/a
	(h) Seven Dimensions: # of entrepreneurs trained [2]	BDSO records	Quarterly	0 (Sep 1, 2004)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	80	n/a	200	n/a
	(i) Seven Dimensions: % women trained [2]	BDSO records	Quarterly	0 (Sep 1, 2004)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	>40%	n/a	>50%	n/a
3. Satisfaction with BDS provision	Average score on product satisfaction survey	BDSO records and surveys	Annually												n/a
	(a) JABA/SIYB			89.86% (Sep 1, 2003)	annual	annual	84.33%	n/a	annual	annual	>85%		>85%		>85%
	(b) JMCC B2B			0 (Sep 1, 2003)	annual	annual	73.30%	n/a	annual	annual	>85%		>85%		>85%
	(c) WAEDAT [1]			0 (Sep 1, 2004)	n/a	n/a	n/a	n/a	n/a	n/a	n/a		n/a	>75%	n/a
	(d) Seven Dimensions [2]			0 (Sep 1, 2004)	n/a	n/a	n/a	n/a	n/a	n/a	n/a		n/a	>75%	n/a

Investment Promotion

1. Increase in investment	(a) % increase in total annual foreign direct investment [3]	JIB	Quarterly	2001-2002 % Δ:-68% ($186 m)	99%	-10%(-10%)	2% (2%)	15% increase over previous year ($213 m)	23% YTD ($36.7 m)	55% YTD ($59.6 m)	+15% ($245 m)		+50% ($214 m YTD)		41% annual average increase ($1.26 billion)
	(b) % increase in total annual domestic direct investment [3]	JIB	Quarterly	2001-2002 % Δ:-65% ($240 m)	0%	56% (56%)	20% (20%)	8% increase over previous year ($259 m)	-51% YTD ($57.5 m)	14% YTD ($177.3 m)	+15% ($298 m)		+25% ($216 m YTD)		23% annual average increase ($1.25 billion)
2. Increase in jobs	(a) # of jobs generated directly annually in Amman [4]	JIB	Quarterly	9,062 for 2002	15,452	18,095 (9,033)	22,582 (13,520)	15,767 (6,705 for 2003)	30,093 (7,514 YTD)	31,902 (9,323 YTD)	23,478 (7,711 for 2004)		29,582 (6,104 YTD)		44,648
	(b) # of jobs generated directly annually outside Amman [4]	JIB	Quarterly	13,429 for 2002	19,097	25,564 (12,135)	30,790 (17,361)	23,487 (10,058 for 2003)	34,266 (3,479 YTD)	38,686 (7,899 YTD)	35,053 (11,566 for 2004)		44,210 (9,157 YTD)		66,808
3. Increase in exports	% increase in annual domestic exports [5]	DOS	Quarterly	2001-2002 % Δ: 15% ($2.19 billion); previously -5% ($2.07 billion)	8.42%	4.24%	2.02%	2.5% increase over previous year ($2.22 billion)	44% (change Jan 1 - Jan 31 2004)	44% YTD ($959.6 m)	+3.5 % ($2.32 billion)		+5% ($1.41 billion YTD)		4.1% annual average increase ($8.48 billion)
4. Increase in backward linkages	Total annual revenues in subcontracts to local SMEs	National Linkage Program host	Annually	0 (Feb 1, 2002)	annual	annual	n/a	$0.5 m	annual	annual	$0.5 m		$2.41 m ($1.9 m YTD)		$7.61 m
5. Improvement in enabling environment	# of laws, regulations, processes related to investment that are improved	Participating government entities	Annually	0 (Feb 1, 2002)	annual	annual	4	2	annual	annual	5		10 (3 YTD)		15

[1] Nature of modification request: Indicator addition
Reason for modification: The indicator was added to measure the performance of the new grantees Consolidated Consultants and JOHUD who will implement WAEDAT program.

[2] Nature of modification request: Indicator addition
Reason for modification: The indicator was added to measure the performance of the new grantee Seven Dimensions who will implement the Turath empowerment program.

[3] The target value for 31 December 2004 represents percent increase in the current year over the same period in the previous year, with the actual investment value in parentheses.
The Final Target represents percent increase over the Baseline during the period 1 January 2003 to 31 July 2006, with the actual cumulative investment value in parentheses.

[4] The target value for 31 December 2004 represents the cumulative number of jobs, with the number of jobs created in 2004 in parentheses. The target value for 31 July 2005 represents the cumulative number of jobs, with the number of jobs created in 2005YTD in parentheses.
The final target for 31 July 2006 represents the number of jobs created during the period 1 January 2002 to 31 July 2006.

[5] The target value for 31 December 2004 represents the percent increase in the current year over the same period in the previous year, with the actual export value in parentheses.
The Final Target represents percent increase over the Baseline during the period 1 January 2003 to 31 July 2006, with the actual cumulative export value in parentheses.